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enoc

Together Forward

Corporate Social Responsibility Report

1st Edition | 2020





**H.H. Sheikh Khalifa bin
Zayed Al Nahyan**

President of the UAE
and Ruler of Abu Dhabi

**H.H. Sheikh Mohammed bin
Rashid Al Maktoum**

Vice-President and Prime Minister of the UAE,
and Ruler of Dubai



**H.H. Sheikh Hamdan bin
Mohammed Al Maktoum**

Crown Prince of Dubai



**H.H. Sheikh Hamdan bin
Rashid Al Maktoum**

Deputy Ruler of Dubai and
UAE Minister of Finance



ENOC Board of Directors



H.H. Sheikh Hamdan bin Rashid Al Maktoum
Deputy Ruler of Dubai,
UAE Minister of Finance and Chairman



H.E. Saeed Mohammed Al Tayer
Vice Chairman



H.E. Abdulrahman Saleh Mohamed Al Saleh
Board member



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



H.E. Ahmad Buti Al Muhairbi
Board Member,
Member of the Nomination & Remuneration Committee and Member of the Investment & Finance Committee



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



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

ENOC Executive Management



H.E. Saif Humaid Al Falasi
Chief Executive Officer



Tayyeb Al Mulla
Managing Director,
Supply, Trading and Processing



Zaid Alqufai
Managing Director,
ENOC Retail



Yusr Hussain Sultan Al Junaidy
Managing Director, HTL



Burhan Al Hashemi
Managing Director,
ENOC Commercial and International Sales



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



Mohammad Sharaf
Chief Financial Officer

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Welcome note from the Group CEO

Creating a shared future



"In our quest towards measurable and value-driven CSR, our 'One ENOC, One CSR' strategy 2025 will enable us to invest in innovation and build broader, bolder partnerships that can help us contribute towards achieving national priorities and the United Nations Sustainable Development Goals (UN SDGs)."

The United Arab Emirates is recognised as a prosperous and modern country that has, in just five decades, developed into a thriving metropolis that also promotes a sense of community. The UAE continues to make remarkable progress towards human capital development, ranking 39th out of 189 countries and territories, putting it in the 'Very High Human Development' category.

The UAE government has laid the foundation for preserving strategic Corporate Social Responsibility (CSR) through its policies and initiatives, in a way that adds value to its business operations, partners, employees and the community. The UAE Vision 2021, announced by H.H. Sheikh Mohammed Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, continues to guide this pivotal change in CSR.

CSR is a component of the UAE's aspirations to encourage a more cohesive society that fosters culture, education, healthcare, environment and knowledge-

building. Complemented by the Government's efforts towards economic diversification and focus on innovation, CSR can contribute to building a nation with smart, sustainable and inclusive growth.

Our long-term commitment to align with the Government's vision to establish a foundation for CSR has been recognised by several awards, including the Golden Peacock Global Awards for CSR in 2018 and 2019, and the Arabia CSR Award for the fourth consecutive year. Our CSR journey has evolved over the past decade, bringing together the Government, private sector, NGOs and academia to implement a structured and sustainable CSR programme.

In our quest towards measurable and value-driven CSR, our 'One ENOC, One CSR' strategy 2025 will enable us to invest in innovation and build broader, bolder partnerships that can help us contribute towards achieving national priorities and the UN SDGs.

The 1st edition of the CSR report is a reflection on our progress in CSR over the past several years; of partnerships and social impact we have been able to forge locally and internationally in markets where we operate.

While we continue to power the socio-economic development of Dubai and the UAE, we at ENOC are committed to our CSR efforts and stakeholder relations. We hope that our focus on creating a positive social impact today will allow us to collectively build a better future tomorrow.

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

1. <http://hdr.undp.org/en/content/human-development-report-2019>

Message from the Executive Director, SSC, NBD and GHR

Corporate Social Responsibility in the 2020s



"CSR is an integral thread in supporting the six themes of the UAE's National Agenda 2021: a first-rate education system, sustainable environment and infrastructure, world-class healthcare, competitive knowledge economy, safe public and fair judiciary, and a cohesive society and preserved family."

Our hyper-connected world and intensifying global challenges both impose a need for CSR to become more prevalent. Proactive and conscious investment in development initiatives that are both scalable and have longevity is a powerful tool for change that benefits all, from corporates to communities.

This is particularly true of state-owned or national oil companies (NOCs) whose remit as national champions is to ensure commercial success and meet their social mandate as enablers of the community's success, prosperity and well-being.

The public face of CSR has raised the stakes on every front. Energy security, environmental leadership and education are often made it to an increasingly lost list of corporate objectives. Progress must be backed by transparent reporting on what are often a wide array of focus areas encompassing environment, sustainability, education, youth development, security and many more.

CSR is now deeply woven into corporate agendas, especially now that global economies are facing the impact and aftermath of the COVID-19 outbreak, forcing energy companies to juggle their responsibilities more proactively than before. Climate change, a global economic slowdown, balancing the

use of fossil fuels and renewables in the 21st century energy basket, talent shortages and concerns over geopolitics are just some of the key stress points. Population growth is another; the UN expects the world's 7.7 billion population to rise by 27% to 9.8 billion by 2050.

A desire to contribute is ingrained in the region's social consciousness. HH Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, said it best: "Our region is home to more than 200 million young people. We have the opportunity to inspire them with hope and to direct their energies toward improving their lives and the lives of those around them."

The correlation between CSR and commercial success is only becoming more evident. Several studies conducted on a global level indicate that people, especially Gen Z, are more likely to purchase or use the services of a company which is supporting a social or environmental issue over one that does not. While many perceive Gen Z to be disinterested, dependent on technologies and smart phones, Gen Z is one that is capable of, and has been, spreading messages on social and environmental causes. Their influence has a ripple effect that holds enormous potential – one that should be tapped into when organisations speak of their ambitions in CSR.

CSR is an integral thread in supporting the six themes of the UAE's National Agenda 2021: a first-rate education system, sustainable environment and infrastructure, world-class healthcare, competitive knowledge economy, safe public and fair judiciary and a cohesive society and preserved family. We believe in the power of identifying and forging long-term partnerships to enhance sustainable, purposeful and meaningful growth. This means enriching the lives and opportunities of the communities in Dubai, the UAE and beyond.

Hesham Ali Mustafa

Executive Director
Shared Services Centre, Group HR and
New Business Development

1. <http://hdr.undp.org/en/content/human-development-report-2019>

CSR highlights 2017-2020

Building on the momentum

AED 38.66 mn

Cumulative CSR spend 2017-2020

40

Total CSR partnerships

116

CSR awareness campaigns in 2017-2020

2,700

Total number of CSR training hours in 2019 and 2020

4,523 hrs

Of employee volunteering in 2017-2020

9,011,948

Total number of beneficiaries from 2017-2020

One ENOC, One CSR

Strategy inaugurated

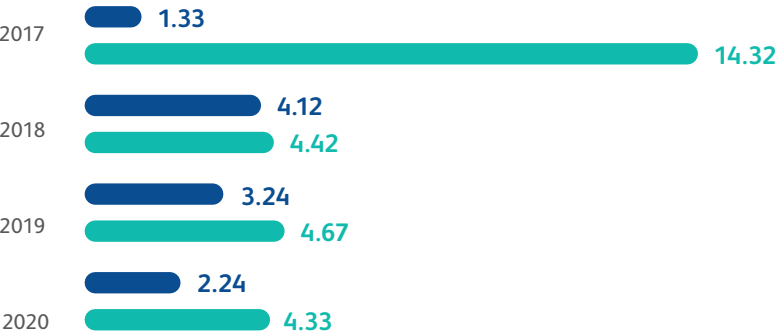
31

KPIs linked to CSR programme rolled out in 2019

5

SROI studies conducted

OVERALL CSR SPEND
(in AED million)



● Total ENOC spend* ● Total Dragon Oil spend

*Excluding Dragon Oil

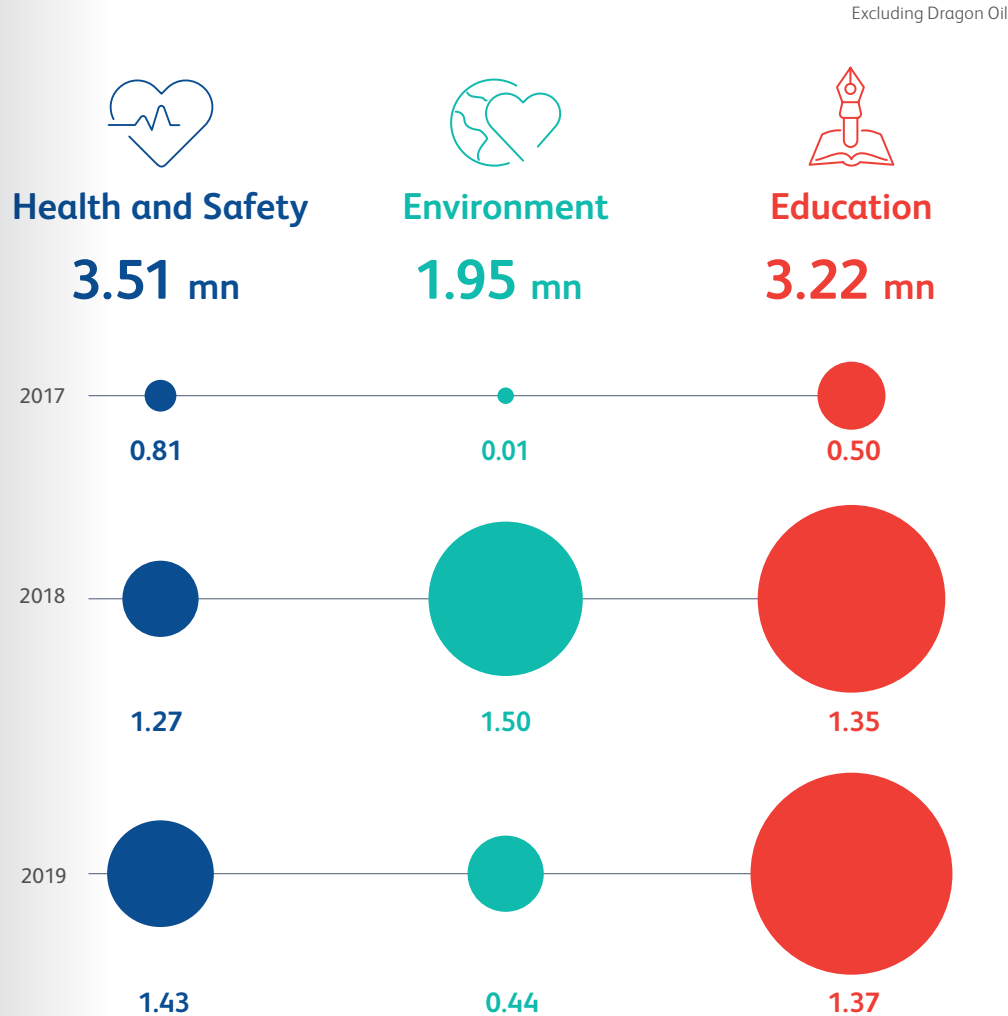
10.93 mn

Cumulative ENOC spend 2017-20

27.74 mn

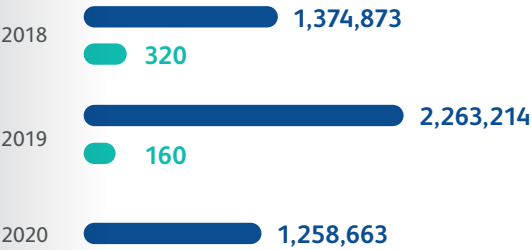
Cumulative Dragon Oil spend 2017-20

DISTRIBUTION OF CSR SPEND BY THEMATIC AREAS*
(in AED million)



*Total ENOC spend

NUMBER OF BENEFICIARIES



● ENOC ● Dragon Oil

NUMBER OF AWARENESS CAMPAIGNS



● ENOC ● Dragon Oil

Awards and recognition

Earning laurels on the way

Arabia CSR Award
Energy sector
for five consecutive years
between 2016-2020

Group CEO H.E. Saif Humaid Al Falasi
won the **CSR Personality of the Year**
Award-Year 2017

Golden Peacock Global
Award for Sustainability
For three consecutive years,
2017, 2018 and 2019

Golden Peacock Global
Award for CSR For two consecutive
years, 2018 and 2019

Global Peacock Award for CSR



ENOC won the Arabia CSR Award in the Energy sector for the year 2020

Sustainability Purchasing Leadership Council (SPLC) Award in Portland, USA Year 2019

Abu Dhabi Sustainability Group Best Sustainability Report of 2018 Year 2019

Group CEO H.E. Said Humaid Al Falasi received the Degree of 'Doctor of Engineering' from Heriot-Watt University – UK Year 2019

IEMA Sustainability Impact Awards
Dr. Waddah Ghanem Al Hashmi won the Sustainability Leader Award Year 2019

Putting sustainability at the heart of business

The ENOC Group has a rich history that goes back more than 25 years, during which time we have grown from a local oil and gas company into a leading integrated energy player across the value chain. Sustainability has always been a part of our mindset, but it now occupies a central role in our long-term growth strategy. With a vision for an inclusive and cohesive society, we are committed to CSR and have aligned our CSR programme with the UNSDGs as well as local initiatives. These include the UAE Vision 2021, UAE Energy Strategy 2050, Dubai Plan 2021, Dubai Integrated Energy Strategy 2030, and Dubai Clean Energy Strategy 2050.



About us

Partnering for the growth of the nation

Since its inception in 1993, the Emirates National Oil Company (ENOC) LLC has transformed from a local oil and gas player into a leading energy player operating across the entire value chain.

We are today an integrated global oil and gas business, fast emerging as the preferred 'Energy Partner of Choice' both locally and globally. Implementing cutting-edge and green technology, providing world-class customer service and best practices, we are constantly furthering the UAE's economic diversification and sustainable development.

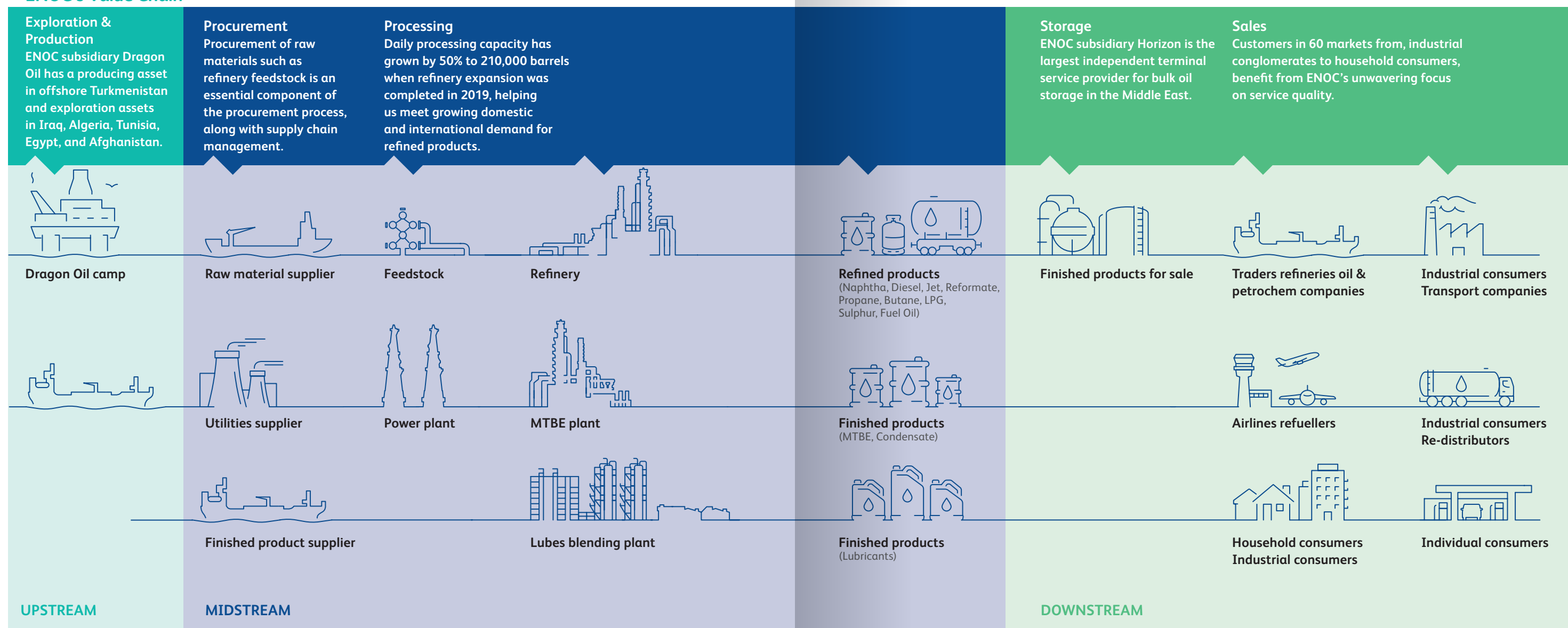
As a wholly-owned entity of the Government of Dubai, ENOC owns and operates assets in the fields of exploration and production, supply and operations, terminals, fuel retail,

aviation fuel and petroleum products for commercial and industrial use.

Operating across the upstream, midstream and downstream sectors, the ENOC Group services millions of customers in over 60 markets. A multinational workforce of over 12,000* employees works for the Group. With our focus on innovation and digitalisation, we are constantly diversifying across segments and regions to further strengthen our business fundamentals. ENOC is also the Official Integrated Energy Partner of Expo 2020 Dubai.

*including Dragon oil

ENOC's Value Chain



About us



218 k

Barrels of refined fuel products daily (Processing capacity in 2019)



149 mn

Customers served in 2019



12,000+

Employees from 57 nationalities in 2019



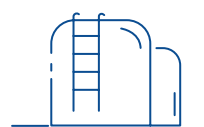
79 mn

Cars re-fuelled in 2018



60+

Countries where we have an extended presence



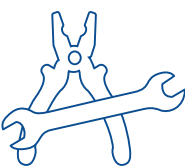
675 k MT

Annual MTBE capacity



1,101 mn

US gallons jet fuel sales volume in 2018



176*

Service stations

*Service stations in UAE and KSA



210,000

Barrels daily crude production in 2019



200

Airports served across 21 countries



400 mn

Gallons commercial diesel sales volume in 2018



243

Zoom Stores



enoc.com #InspiringEnergy

Our operations

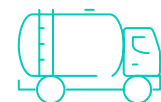
From oilfield to forecourt

As an integrated player, we operate across the entire energy value chain. Apart from our energy business, our operations include automotive services, non-fuel F&B retail and fabrication services.



Exploration & production (E&P)

Our E&P arm, Dragon Oil, has its principal producing asset in the Cheleken Contract Area in the Caspian Sea, off the shore of Turkmenistan. We also operate joint ventures through production and contractor sharing agreements across several E&P sites. Our ongoing exploration assets are in Iraq, Algeria, Tunisia, Afghanistan and Egypt.



Supply, trading & processing

We have two processing plants — the ENOC Processing Company (EPCL), which refines our products, and DUGAS, which produces our methyl-tertiary butyl ether (MTBE) additives. Our role in supply and trading is to secure a cost-effective and uninterrupted supply of feedstock for the processing plants, and establish business opportunities through strategic partnerships with governments, international oil companies and traders.



Terminals (HTL)

Horizon Terminals Limited (HTL) was established in 2003 as a strategic hub for global trade to meet the fast-growing demand for bulk liquid terminalling. HTL has terminals in the UAE and Saudi Arabia, and has since expanded with facilities in Singapore, Djibouti and Morocco. We own and operate six terminals in the UAE and four in other global markets, with a total combined storage capacity of 6.6 million cubic metres (m³) across 346 tanks. Out of this, 4.19 million m³ storage capacity belongs to 211 tanks in the UAE and 2.47 million m³ belongs to 135 tanks outside the UAE.



Commercial International Sales (CIS)

CIS has an international presence across more than 60 markets spanning the Middle East, Asia, Africa, and the countries of the Commonwealth of Independent States (CIS). ENOC's CIS manages, operates and sells a variety of products, including aviation fuel, gas distribution, lubricants production and distribution, bulk fuels (industrial products) and alternative fuel like compressed natural gas (CNG). Our aviation business has been a leading marketer and supplier of Jet A-1, JP-8 in the UAE since 1995.

We also provide a comprehensive range of related technical services, including consultancy on quality control, operations, technical and HSE issues, design and upgrade of static and mobile facilities, provision of aviation quality control and operations manuals, quality control and operations training, inspections, as well as feasibility studies for new aviation fuel infrastructure projects.

We have extended our jet fuel supply capability to India, Djibouti, Hong Kong, South Korea, Oman, Kenya, Rwanda, Egypt, Mauritius, Georgia, Thailand, and Italy, covering more than 200 airports across 20 countries.

ENOC Lubricants sells a wide range of lubricants and industrial products that are designed for application in the automotive, industrial and marine sectors, as well as heavy-duty diesel engines for commercial use. The portfolio also includes green products, such as Protec Green and Vulcan Green.

ENOC has established one of the biggest single plants in volume capacity in the MENA region. This state-of-the-art ENOC Lubricant and Grease Manufacturing Plant (ELOMP) is located in Fujairah. The plant boasts an annual design production capacity of 250 MT of blending and filling.

ENOC Industrial Products Marketing (EIPM), provides ultralow-sulphur diesel, fuel oil, bitumen, kerosene and unleaded gasoline. EIPM consists of two business units – ENOC Commercial Distribution LLC and ENOC Bunkering International (EBI). EBI supplies fuel to a broad range of marine vessels, including offshore supply boats, container liners, tankers, Navy and Coast Guard ships, using a network of transport options, including road tanker trucks and pipelines.

Emirates Gas LLC, established in 1974, holds a majority market share in the UAE, and also services customers in the Middle East, the Indian subcontinent, South & Central Asia and Africa. It has the largest distribution network in the UAE with four filling plants across Dubai and the Northern Emirates. It has the largest fleet of LPG tankers in the UAE, Djibouti and Somalia that safely and efficiently cater to bulk LPG central gas systems across the UAE. EMGAS's full product portfolio includes LPG, Propane, Emirates Gas Aerosol Propellant (EGAP), Cutting Edge Gas (CEG), Pro-Power, Coolgas and CNG.



Retail

We operate a robust service station network, comprising more than 150 ENOC and EPPCO stations across the UAE and Kingdom of Saudi Arabia (KSA). Our service station network comprises a diverse offering for customers, including fuel retail, convenience stores, fast-food outlets, car wash, automotive services, and vehicle testing and registration.

ZOOM is the leading home-grown convenience store operator in the UAE. With more than 228 outlets across the UAE and Saudi Arabia, ZOOM stores can be found at ENOC service stations, Dubai Metro stations, hotels and community neighbourhoods. ZOOM offers a wide range of domestic and international products that meet everyday requirements on the go, from food and beverages to personal care items.

Placed to complement ZOOM outlets, Pronto is the quick and quality F&B offering from ENOC, found both as part of ZOOM convenience stores and as standalone cafe venues.

ENOC also operates two automotive services for customers in the UAE.

Our 40 AutoPro service centres keep vehicles clean and running, and are located at our ENOC service stations. Partnerships with leading international brands ensure we offer customers world-class quality spare parts, including tyres and batteries.

Our 22 Tasjeel centres provide the vehicle testing requirements needed for Roads and Transport Authority (RTA) vehicle registration. Via a partnership with Dubai Police, all services meet RTA and federal traffic requirements.



Our global footprint

A deepening footprint

We have on-the-ground operations in over 10 countries and an extended presence in 60+ countries across the globe.

218mn

Barrels sold in 2019

76,076

Barrels of oil per day produced by Dragon Oil

60+

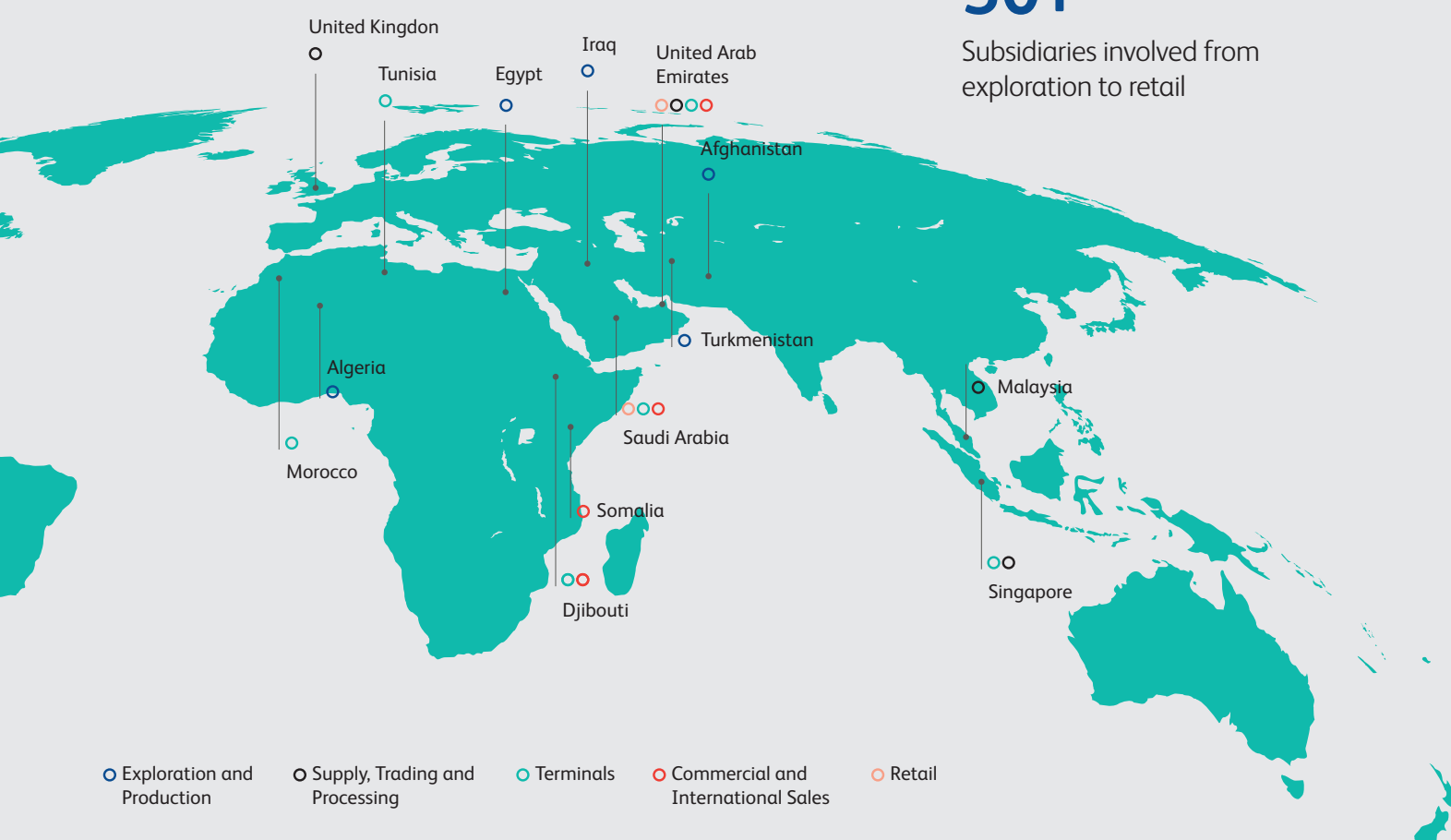
Presence in over 60 countries

57+

Nationalities employed

30+

Subsidiaries involved from exploration to retail

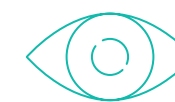


Our commitment to action

Promoting a common mission

We deliver 'sustainable value' as an innovative energy partner through world-class integrated solutions, operational excellence, HSE, governance, integrated culture — maximising happiness for our employees, customers and partners.

At ENOC, Corporate Social Responsibility (CSR) has always been central to our operations. We are committed to contributing to the country's economic development while improving the quality of life of our employees and their families, our local community, and our society at large through transparent and ethical behaviour.



Vision

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



Mission

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

Social responsibility is integrated in our 'One ENOC' culture and practised across all stakeholder relationships, creating positive value at every touchpoint of our operations. Our CSR practices, driven by the UAE's national priorities, are an important mechanism to forge partnerships to connect with and give back to the community, and help us achieve our organisational goals.

Serve growing energy needs of Dubai and contribute to the achievement of Dubai Plan 2021

Build world-class capabilities to profitably and sustainably grow domestically and internationally

Foster operational excellence, governance and world-class HSE standards

Develop the 'One ENOC' culture: integrated as one team along the value chain

Maximise happiness and value delivered to employees, customers and partners

Shaping corporate social responsibility

CSR is an integral part of corporate governance at ENOC. It is a function of leadership, internal operations, organisational principles and policies on social responsibility and ethics. It also includes relationships with internal and external 'stakeholders' comprising employees, different business units, communities within which we operate, the government, suppliers, contractors and partners. Through a nuanced three-tiered and centralised CSR approach, we have been driving a more concerted effort towards a transformational CSR journey and building a sustainable future for the UAE and beyond.

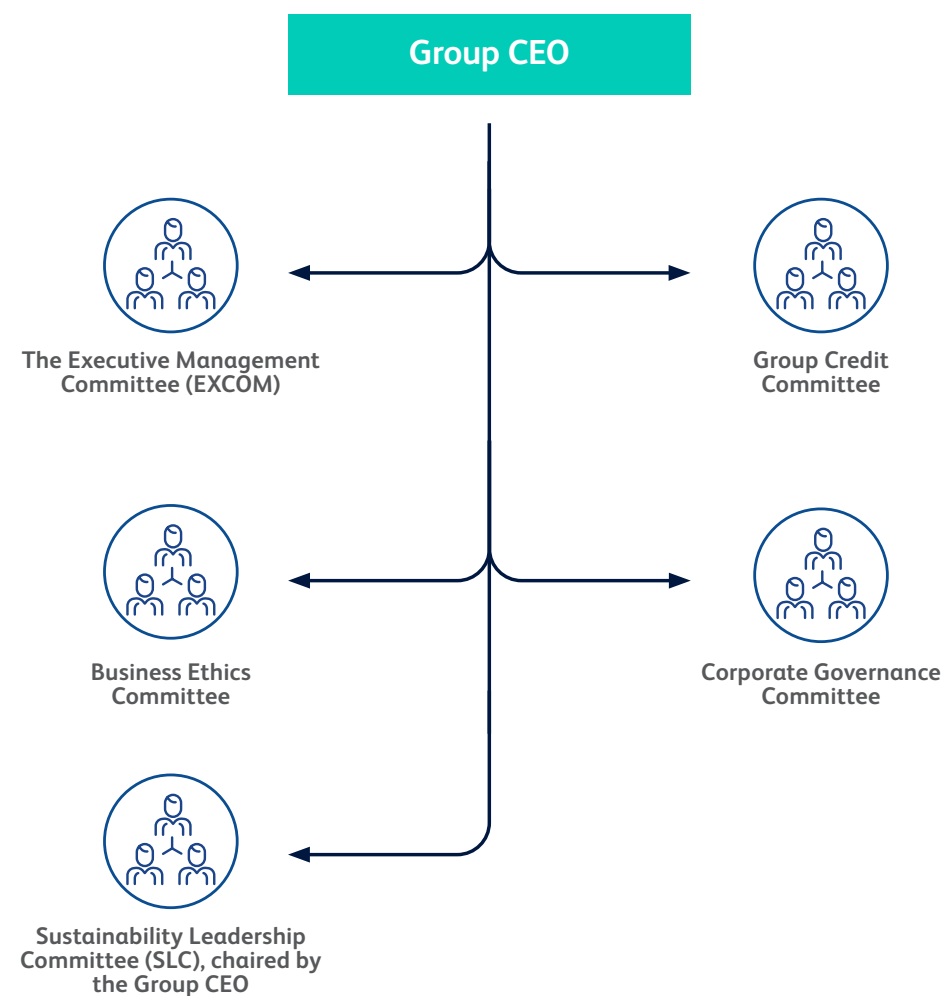


Governance & leadership at ENOC

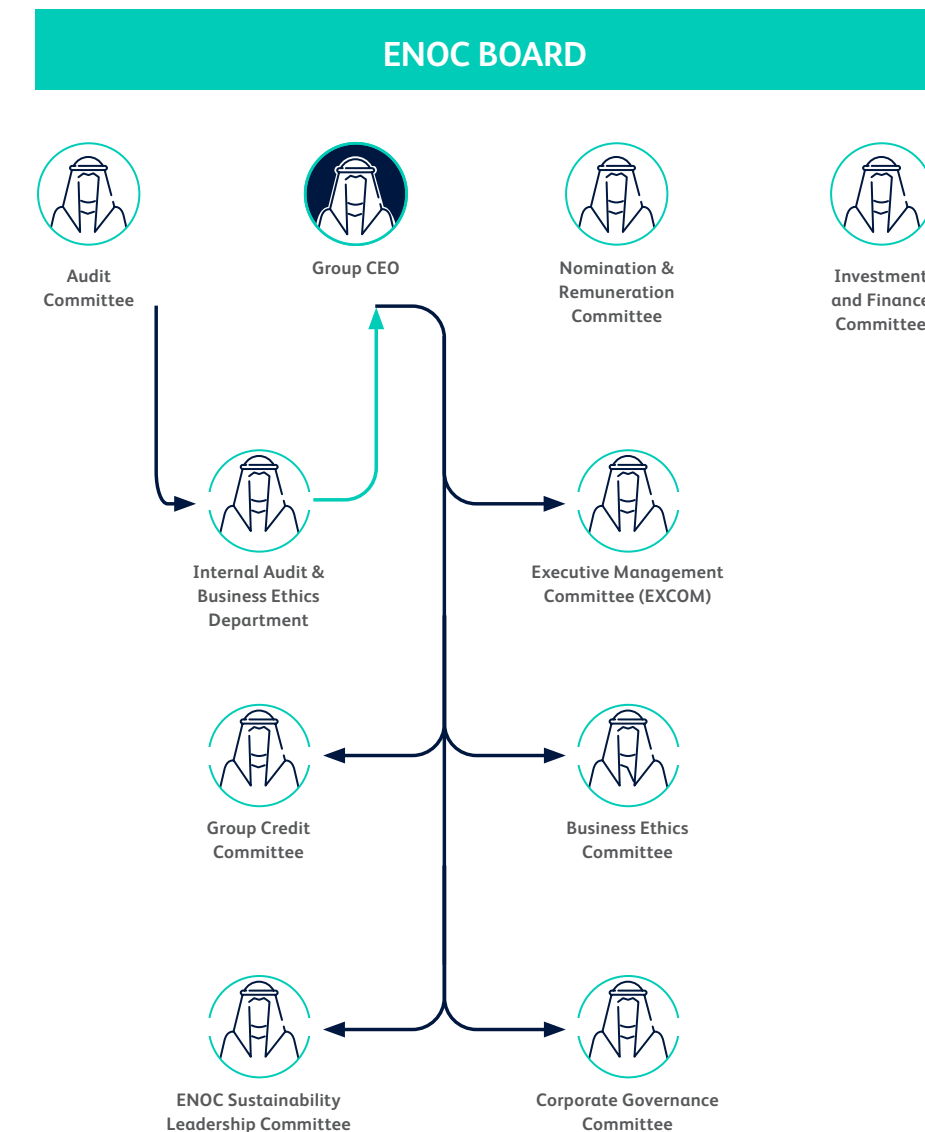
Committed for the long term

At ENOC, CSR supports our long-term growth strategy and helps establish long-term relationships with our internal and external stakeholders that are built upon mutual trust.

ENOC's governance framework is instrumental in driving the 'One ENOC' culture. The governance structure includes five corporate committees that report to the Group CEO. These include:



ENOC's Group CEO and EXCOM members direct the CSR agenda through the ENOC Sustainability Leadership Committee (SLC), which was set up in 2016 and reports directly to ENOC's Board.



ENOC's CSR architecture

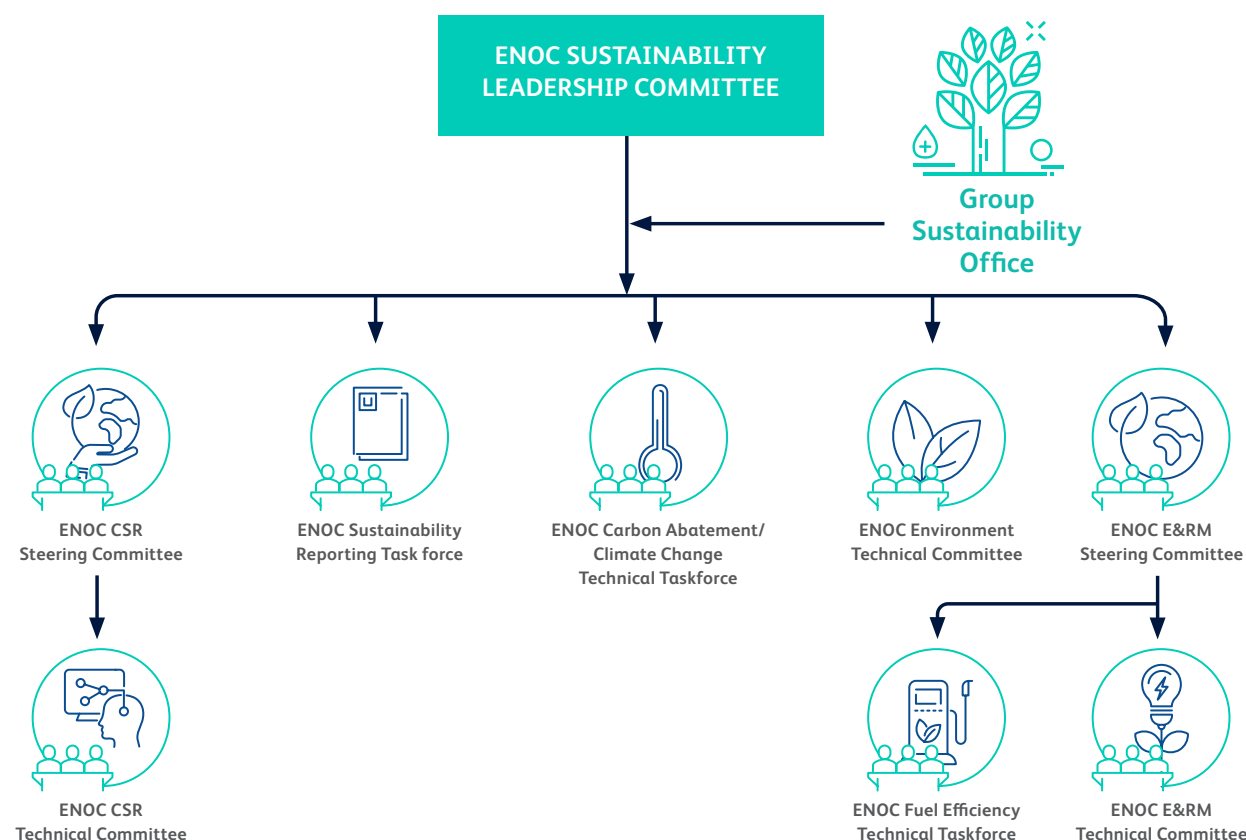
Embedding a culture of responsibility

Managed by the Group Sustainability Office (GSO), the CSR function at ENOC has evolved significantly over the past few years, embedding CSR as an intrinsic value across the Group and in our operations.

A centralised CSR strategy and function has been established to achieve the following objectives:

- Greater alignment of our CSR initiatives with our overall business agenda
- Focused stakeholder interactions across the value chain
- Clarity and consistency in CSR messaging to all stakeholders
- Increased standardisation in planning, implementation and monitoring of CSR initiatives across our business units and corporate divisions

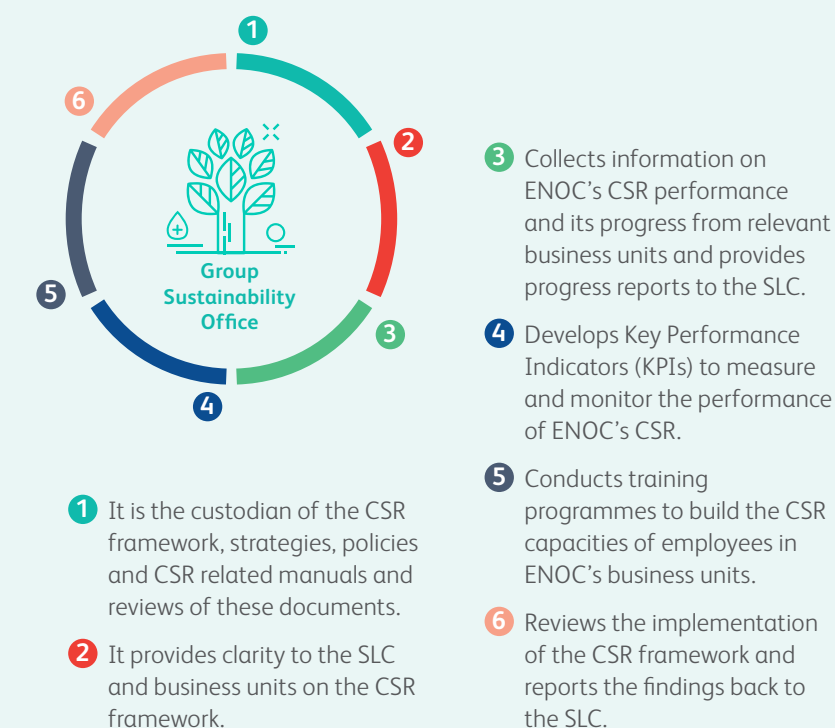
CSR Governance Structure at ENOC



Role of the Group Sustainability Office (GSO)

The Group Sustainability Office (GSO) is a centralised function, responsible for guiding CSR at the Group-level, leading implementation efforts and setting processes and systems in place for consistent CSR practices.

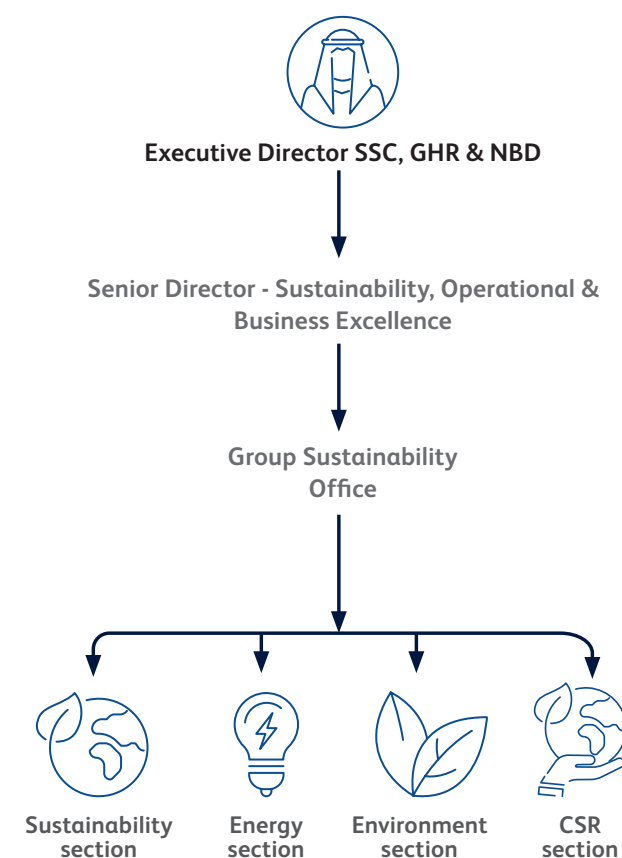
The GSO's role also involves maintaining strong CSR governance mechanisms across the Group. The GSO runs the CSR Steering and Technical Committees successfully and drives CSR initiatives across the Group.



Supervising CSR

A three-tier CSR governance structure has been put in place, supervised by the Chief Sustainability Officer (CSO). The CSR Manager, reporting to the CSO, is responsible for the development and execution of all CSR strategies and programmes across ENOC and serves as the main resource within the Group for all CSR related information, including volunteering initiatives.

Group Sustainability Office Structure



A GSO executive at work

An opportunity to do well by doing good

Having graduated from Zayed University with a major in Environmental Science and Sustainability, Ms. Hamda Al Masoum joined ENOC's Group Sustainability Office (GSO) in 2018 as a CSR Executive. She is now an integral member of the GSO's CSR function. She shares her experience of working with ENOC and career opportunities for young UAE nationals in CSR.



"Especially now, during the COVID-19 outbreak throughout the world, we realise the social risks to business, the importance of CSR and how it helps uplift countries and organisations around the world."

Q1. Why did you decide to join ENOC after graduation?

A I have always been passionate about the environment and sustainability. When I came across ENOC's Carbon Ambassador Programme, I was fascinated by the work they were doing in sustainability. I was keen to know more about it and make a positive impact in this space. ENOC has a very positive image in the eyes of young UAE nationals. It has a reputation for providing great opportunities. I can now say from first-hand experience that one learns a lot from the work environment that ENOC offers.

Q2. What prompted your interest in CSR?

A To be honest, the term 'Corporate Social Responsibility' was new to me when I joined ENOC. I thought CSR was part of marketing and communications. The GSO clearly explained the concept of CSR to me and its link to sustainability. I wanted to develop myself in the field. I have always been a people person and the fact that CSR involves a lot of interaction with different stakeholders, made the opportunity even more exciting.

Q3. How does ENOC approach CSR?

A Over time, ENOC has understood CSR's tremendous potential to change people's lives. We also invite employees to accompany us during visits of project sites and centres to gauge the positive impact of our work. This has given them an increased sense of pride in the work we do. We have also implemented initiatives impacting children, women and the elderly. Each employee now has the opportunity to participate and contribute to a cause they feel passionate about and their increased involvement has been very important to the overall impact created by ENOC's CSR.

Q4. Could you tell us about your day-to-day activities and responsibilities as a CSR Executive?

A We meet different stakeholders and ensure that they are consulted at every step of the process, from needs assessment to identifying material issues. As we get a lot of CSR related requests, we evaluate what projects will create the most impact and plan how to utilise our budget for greater social return on investment. We then consider how to execute these initiatives either with our own team or through our partners.

Q5. Given that you have seen a lot of change in the last two years, what are your major takeaways from your time as a CSR Executive?

A No two CSR project or initiative is the same. We are always dealing with different partners and facets of the community. We have worked with the elderly, the Community Development Authority (CDA) on helping single mothers, with children and people of determination. We have also organised an Umrah trip for 65 of our employees in 2019. We not only focus on working with NGOs but also partnering with academic institutions and government departments. Each project is an opportunity to learn.

Q6. What is your advice to young UAE nationals who are looking at CSR as a career?

A CSR is in a nascent stage in the UAE, but it is rapidly evolving and garnering both attention and participation. The Government of the UAE and the leadership have been powerful advocates of CSR and have launched several policies, frameworks and guidelines. His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum launched the 'Your City Needs You' volunteering programme, engaging both UAE nationals and expatriates.

For any young professional wondering if CSR is the right career option, I would heartily recommend it. It is the best opportunity to do well by doing good.

Hamda Al Masoum
CSR Executive

Role of our sustainability leadership

Improving awareness Ensuring consistency

At ENOC, the Sustainability Leadership Committee, CSR Steering Committee and CSR Technical Committee provide guidance and support to the organisation's efforts at creating sustainable social impact.

Each of these committees has a charter that defines its composition, guides its functioning and ensures representation of different business units and corporate divisions, and varying levels of the management and leadership. The members of these committees are appointed by the segment heads. The committees are expected to meet at least once in four months to improve awareness and ensure consistency in driving CSR strategies across ENOC.

Leadership Consultation



Overview of the Sustainability Leadership, CSR Steering and CSR Technical committees

Sustainability Leadership Committee (SLC)

The role of the Committee is to:

- Provide recommendations to the Board regarding ENOC's CSR initiatives
- Govern and approve sustainability/CSR policies and frameworks
- Guide the development and implementation of CSR initiatives
- Monitor group sustainability and CSR performance
- Serve as an umbrella for eight sub-committees as part of ENOC's sustainability efforts

Committee membership is

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

CSR Steering Committee (SC)

The role of the Committee is to:

- Drive the One ENOC One CSR strategy
- Guide development of the CSR strategy and framework
- Define targets for the Technical Committee to develop long-term plans to ensure CSR activities/projects are aligned with the national standards
- Support key CSR initiatives having high impact and allocate budgets for programmes and activities

Committee membership is

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

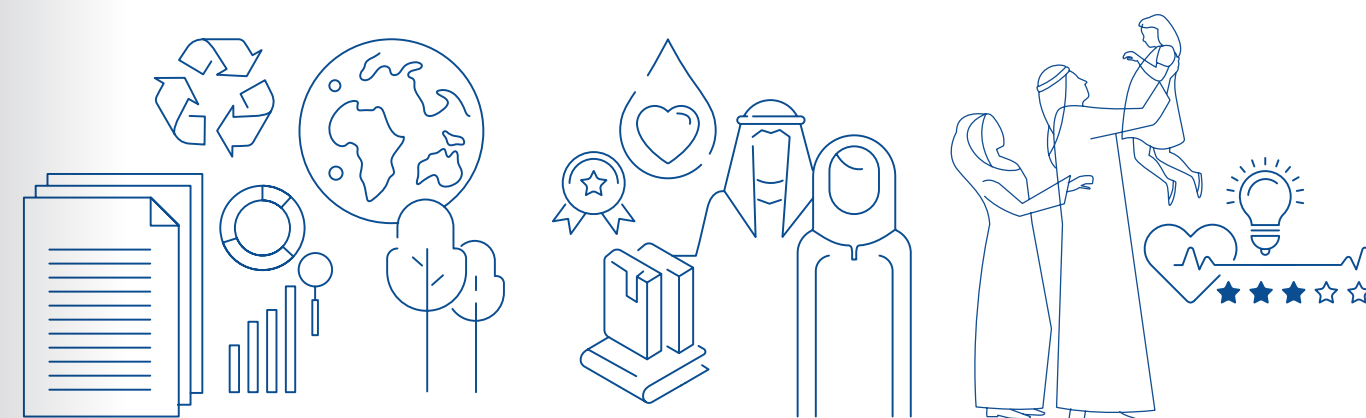
CSR Technical Committee (TC)

The role of the Committee is to:

- Assist the Steering Committee in developing CSR strategies and KPIs
- Advise on setting CSR goals and targets, and review performance against these
- Review impact of the Group's CSR policies and practices on its stakeholders
- Review the Group's CSR reporting standards and certification
- Support the GSO to bring CSR plans into action

Committee membership is

- Chaired by the Chief Sustainability Officer - Group Sustainability
- Members as appointed by the Chairperson and agreed/proposed by the respective line managers



ENOC CSR Steering Committee Members



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

C

2) Dr. Waddah Ghanem
Senior Director – Sustainability,
Operational & Business Excellence*

Co

3) Alia Ali Busamra
Chief Sustainability Officer – GSO

Sec

4) Shamma Al Rahmah
Director-Strategic Planning & Portfolio
Management

M

5) Lubna Abdul Razaq
Head of Finance & Performance
Management – STP

M

6) S. Ravindran
Head of HSE & Business Excellence

M

7) Yousuf Harib
Director-Retail Operations

M

*until October 2020



8) Maryam Syed
Controller Corp. Management
Reporting

M

9) Asia Al Marzouqi
Manager-Shared Services Planning &
Customer Management

M

10) Shamma Al Falasi
Director, Group Communications

M

11) Ruqaya Salman
Manager-Ethics & Compliance

M

12) Abdalla Yousif Al Hosani
Group Legal Advisor

M

13) Saravanan Dhalavoi Pandian
Sr. Sustainability Specialist

M

Segment/Dept

- SSC, GHR & NBD
- GS&F
- STP
- CIS
- Retail
- IA&BAs
- Group Legal

Membership

- C Chairman
- Co Co-chairman
- Sec Secretary
- M Member

ENOC CSR Technical Committee Members



1) Alia Ali Busamra
Chief Sustainability Officer – GSO

C

2) Hamda Al Masoum
CSR Executive-GSO

Sec

3) Saravanan Dhalavoi Pandian
Sr. Sustainability Specialist-GSO

M

4) Khawla Bumelha
Planning Executive

M

5) Yaseen Alrifaye
Senior Procurement Analyst

M

6) Fatima Nasir Al Hosani
Controller – Tax and Compliance

M

7) Anan Ibrahim
Assistant Manager – Media Relations

M

8) Dhekra Ali
HR Business Partner

M

9) Mariam Al Hajri
HSE MIS Analyst

M



10) Maimona Bawazir
Lead – Ethics and Compliance

M

11) Ritwam Banerjee
Manager – Consumer Behaviour

M

12) Shamma Al Rumaithi
Marketing Executive

M

13) Huda Yousef
Controller – Management Reporting

M

14) Eman Al Kurmustaji
Business Analyst

M

15) Rania Nazmy
Retail Communications Manager

M

Segment/Dept

- SSC, GHR&NBD
- Group HSE
- STP
- CIS
- Retail
- Directorate of Internal Audit and Business Ethics
- Group Strategy & Finance
- HTL

Membership

- Chairman
- Sec Secretary
- M Member

Implementing CSR at ENOC

Integrating CSR into everyday functions

Our various business units (BUs) undertake different CSR initiatives under the guidance and supervision of the GSO. This BU-level implementation ensures that our CSR outreach extends to a range of beneficiaries, providing on-the-ground solutions across various social and environmental issues.

The GSO operates as a catalyst that drives the Group's sustainability endeavours, ensuring alignment of ENOC's sustainability objectives with those of individual BUs. With the participation of the BUs, corporate divisions, and varying levels of management and leadership, we ensure that CSR is well-integrated into everyday operations and across the value chain.

CSR implementation Structure



Dragon Oil management with CSR team at Turkmenistan

CSR at Dragon Oil

Over the years, Dragon Oil has remained committed to CSR in Turkmenistan, undertaking large and small community welfare projects to reach out to the local people and make valuable social contributions.

To fulfil Dragon Oil's role as a responsible corporate citizen, a CSR Committee was set up to put in place a short- and long-term CSR strategy, and oversee CSR partnerships. The committee has exclusive CSR teams located in Ashgabat and Hazar, Turkmenistan.

The Committee is chaired by the CEO and co-chaired by the Director of Human Capital & Administration

Committee. The Secretary of the Committee is the CSR & Environment Supervisor. Other members include the Field Production Operation Manager, Business Support Manager, Field Construction Service Manager, and the Compliance Officer.

While the Committee drives the overarching CSR strategy for Dragon Oil and approves the nature and budget of the CSR initiatives, the two CSR teams assess community needs, provide technical and monitoring support to individual initiatives and procure requisite government licences and approvals.

Dragon Oil's CSR governance structure



Dragon oil Group Corporate Social Responsibility (The CS Committee)

The role of the committee is:

- Develop CSR Strategy
- Review proposals and approvals for the CSR Work Programme, its activities, and budget
- Conduct regular monitoring



Dragon oil (Turkmenistan) Ltd. CSR Teams in Ashgabat and Hazar

The role of the CSR Team is:

- To initially screen and review of the incoming requests
- Communicate with beneficiaries for merit needs
- Provide technical support for the projects, coordinate projects, provide approvals, document control and report on projects



Government institutions

- Provide relevant approvals

Tree planting activity by Dragon Oil



Harnessing capabilities and resources

Our CSR programme is anchored in the 2030 Agenda for Sustainable Development and committed to the development goals of the UAE National Agenda 2021 and Dubai Plan 2021. The 'One ENOC, One CSR' strategy brings together the collective capabilities and resources of our businesses to help the country achieve its vision of inclusive sustainable development. We do this by reaching out to the most vulnerable in our society, harnessing the power of the youth and communities, accelerating structural transformations and measuring our contributions to the sustainable development of the country. The 'One ENOC, One CSR' strategy builds on the 'One ENOC' approach to CSR, driving CSR as a governance and strategic function.



A brief history of ENOC's CSR

A long and inspiring journey

As a wholly-owned government of Dubai company, ENOC is committed to driving sustainable growth and inclusive development in all the countries that it operates in. Through the years, it has been our core remit to create long-term sustainable value for ourselves, for our stakeholders and for those who work with us.

Given the deep-set traditions and values in the Arab world, individual, collective and corporate giving is deeply embedded in the culture of the UAE. ENOC embodies this spirit of giving and has always acted on the core belief that it is the Group's responsibility to operate in a socially responsible manner and to give back to society.

Since its inception in 1993, ENOC has been spearheading efforts on community development, environmental protection, education, inclusiveness, sports and healthcare for its communities and employees.

Dedicated to health & safety

By the late 1990s, just a few years after its inception, ENOC was amongst the first in the region to adopt and implement best-in-class practices and technologies in the field of health & safety, such as automated customer interface systems at our service stations.

To fortify this commitment, ENOC integrated the three key functions of Health, Safety and Environment (HSE) and established a dedicated HSE (Environment, Health, Safety & Quality) Directorate in 2002. Later in 2008, the department was expanded to include the Energy section of the organisation as well.

HSE at ENOC

ENOC began to establish itself as a leading energy player in the region through the late 1990s. By the early 2000s, it became the Group's focus to prioritise customer experience and ensure the highest standards of safe practices and environment-friendly products.

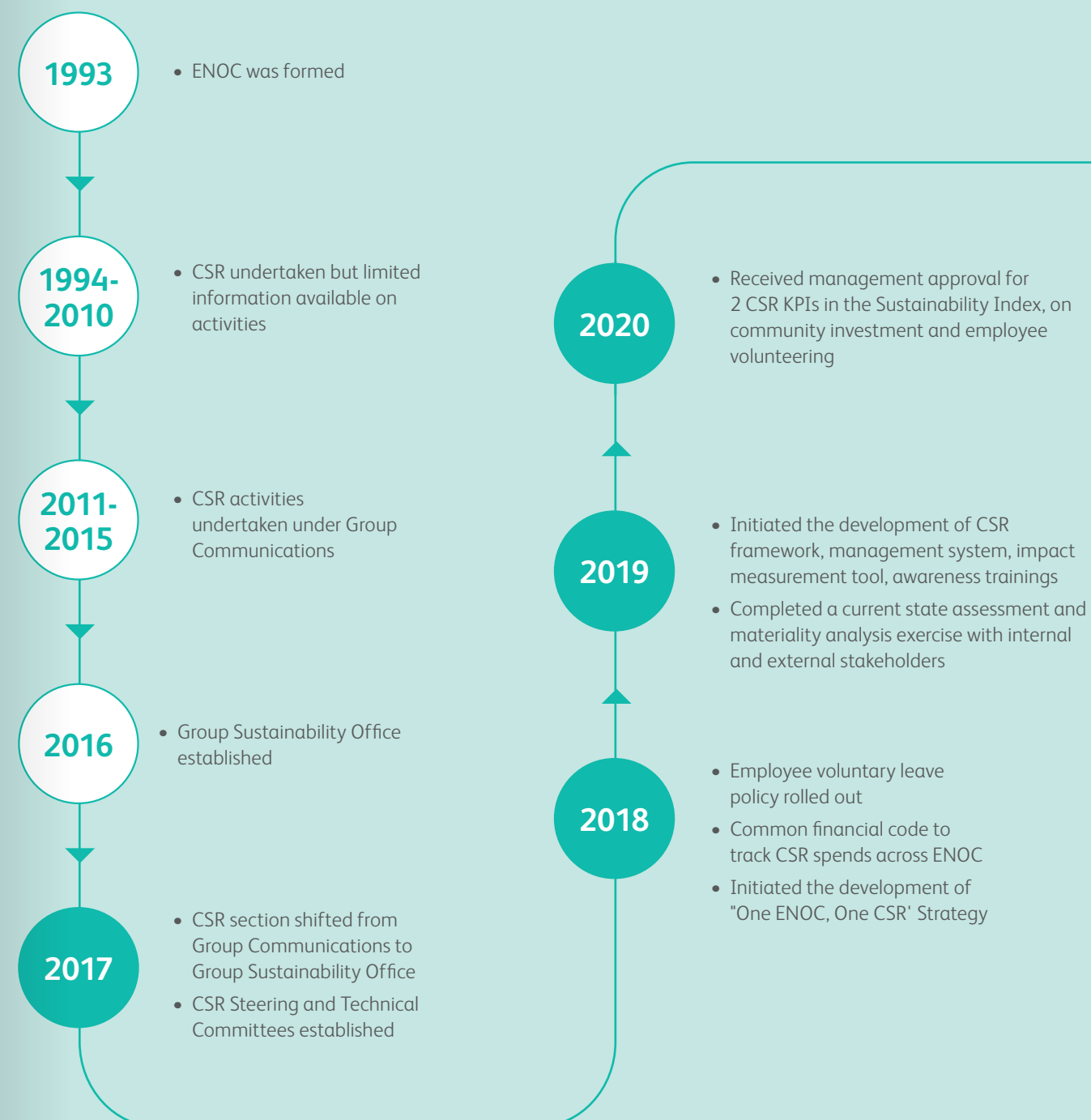
Embracing the changing culture, ENOC set up the HSE Directorate by integrating the three key functions of Health, Safety and Environment to ensure the Group's commitment to business and operational excellence and be 'best-in-class' for stakeholder satisfaction, and sustainable growth.

These initiatives are linked to our CSR focus areas of Health and Safety.

"When we go outside, people are not concerned about which department we are from. What people want to know when they see us is what do we contribute, as one logo and one ENOC under one logo, to the community in which we operate"

Hari Kumar
Director – Group HSE Assurance

ENOC's journey in CSR



A brief history of ENOC's CSR

In service of the nation

By the early-to-mid 2000s, the UAE government gave a call for action to private sector organisations and corporates to help tackle the mounting environmental and social challenges. As a result, a collective consciousness of the close relationship between corporate governance and social responsibility started to develop within ENOC.

We embraced this opportunity to learn and adopt world-class standards and practices for responsible business practices in the areas of Health & Safety, Business Ethics and Environment, strengthening the ENOC brand within Dubai.

A socially responsible organisation

In a landmark undertaking in 2010, we established the Code of Business Conduct for all employees, which set out the norms

and actions expected of an individual or a group within the organisation. By doing so, we made a significant leap towards embedding socially responsible behaviour and values in the day-to-day activities of the business at every point across the value chain.

Through these two decades, we continued to invest in community-based initiatives such as blood donation drives, breast cancer awareness campaigns, anti-tobacco campaigns, the donation of Iftar meals during the month of Ramadan, as well as participation in environmental campaigns such as Clean-up the UAE and LPG cylinder safety awareness sessions, as part of our CSR agenda.

Aligning with national goals

We constantly strive to provide sufficient and adequate incentives to attract UAE nationals to work within the organisation, and also provide sufficient learning and

development opportunities to Emiratis currently working with us. In line with our target to achieve 50% Emiratisation by 2021 and contributing to the UAE National Agenda 16, we have introduced several initiatives focused on attracting and retaining UAE nationals in the last few years. In 2018, ENOC was successful in attracting a high number of job applications from UAE nationals. Our presence at the 2018 Career Fair alone led to 2,702 applications from UAE nationals. Subsequently, ENOC welcomed 176 nationals in various roles throughout the organisation.

ENOC's other efforts are tailored towards ensuring active engagement of our nationals through programmes like Technical Training Programme, Graduate Development Programme, Summer Internship Programme and the Secondment Programme, in partnership with universities and other institutions.

Our commitment to the national development goals and the benefit of society met with an extremely positive response from the people of Dubai, thus firmly establishing ENOC as the energy partner of choice for Dubai. Through these programmes, we successfully attracted new talent by strengthening our brand equity as a socially responsible organisation amongst jobseekers within the UAE.

As a further testament to the positive impact and high standards of the Group's CSR, Emirates Gas (EMGAS), a wholly owned subsidiary of ENOC, received the Dubai Chamber CSR Label Award for its CSR practices and policies.



Emirates Gas being awarded the CSR Label Award

Our efforts at attracting and retaining UAE nationals at ENOC

In 2018, ENOC collaborated with several universities for internship and work placement programmes, which have strengthened ENOC's position as a company that actively promotes UAE nationals' career development. ENOC launched the Technical Training Program (TTP) by collaborating with the Centre of Excellence for Applied Research and Training and the Higher Colleges of Technology. The primary objective of TTP was to ensure that the oil and gas technicians were competent to execute future on-site work. Numerous Emiratis

have embarked upon their career by successfully completing this programme with a portion of them securing full-time jobs.

The Graduate Development Programme has paved the way for workers to help them hone their expertise in corporate and support specialisations. Approximately, 43 UAE nationals were inducted into this programme and were able to acquire an insight into non-technical areas of work. Post evaluation of their level of job knowledge and capability, they were selected to perform different roles according

to their preference. Other initiatives that have been introduced include our Secondment Programme, Summer Internship Programme, and Work Placement Programme. These programmes offer ambitious youth an opportunity to experience the unique working environment at ENOC. These opportunities in various facets of the business enable young individuals to build their career paths and pursue opportunities in which they have shown interest.

ENOC partnership with Al Jalila Cultural Centre for Children



Adoption of 'One ENOC'

A change of approach

In 2014-2015, our leadership started to conceptualise a more proactive approach to CSR. This was closely linked with the emergence of a 'One ENOC' culture. It was envisioned that the different businesses within ENOC would be closely connected to each other through a system of shared values, ethics and operational value chain.



Partnership with Emirates Environment Group

In 2016, ENOC entered a partnership with Emirates Environmental Group (EEG) to sponsor and help in executing several projects including Interschool Environmental Public Speaking Competition, Intercollege Environmental Public Speaking Competition and delivering the 'Elements Define Us' workshops for students. Through these activities we reached out to over 900 students from 87 schools and 51 universities across the UAE, GCC and MENA region.

The students were provided a unique platform to share and showcase their research skills and innovative approach to combat to environmental challenges. Through this platform, ENOC effectively delivered on the SDG 4 'Quality Education' by providing equal access to affordable vocational training and eliminate gender and wealth disparities with the aim of achieving universal access to achieve higher education quality.

In 2016, we announced a 'One ENOC' strategic objective in order to promote greater cohesion within the Group. In the spirit of 'One ENOC', we integrated sustainability practices into day-to-day operations across the Group. In recognition of the importance of a strong sustainability leadership, we developed a Sustainability Governance Structure in 2016, which led to the establishment of the Group Sustainability Office (GSO).

By creating a new and visionary path, we set out to establish ourselves as the industry standard for CSR within Dubai and the UAE. As a result, ENOC engaged with civil society organisations and not-for-profits such as United Nations World Food Programme and EEG for focused social value creation.

"Sustainability is a journey in which we want all members of the ENOC family to travel together to achieve our goals and make ENOC a truly sustainable organisation in letter and spirit."

H.E. Saif Humaid Al Falasi,
Group CEO, ENOC

Undertaking strategic CSR

A commitment to social initiatives

The shift of the CSR function to the Group Sustainability Office added a new impetus to the uptake of a strategic brand of CSR — one that focuses on creating sustainable and integrated value for our stakeholders.

At its inception, the GSO had three focus areas which were environment, energy and sustainability. In 2017, a specialised CSR function was fully consolidated under the GSO, re-affirming our strong

commitment to strengthening the link between CSR and overall business sustainability, a belief that is echoed by our Group CEO.

Leading the sustainable development agenda

The Group prioritised the alignment of its CSR initiatives with the UAE's Vision 2021 and Dubai Plan 2021, in light of the UAE CSR Federal Law, 2017.

The latter mandated around 400,000 companies in the UAE to undertake CSR practices under the by-laws of the Ministry of Economy. We have assumed the responsibility of leading the path by aligning our CSR initiatives with the key development themes covered under the national mandate. These include volunteering initiatives, awareness campaigns, training sessions and sponsorships.

The GSO has reached out to all sections of UAE society, including children, youth, economically and socially disadvantaged groups and senior citizens.

In addition, we have promoted diverse cultural themes such as the Year of Giving, Year of Zayed and the Year of Tolerance. In 2018, to commemorate the late Sheikh Zayed's 100th birth anniversary, ENOC contributed AED¹ 860,000 (USD 234,173) to causes and initiatives associated with Sheikh Zayed's legacy.

"When we started the journey of sustainability, we streamlined the activities across the Group in order to be able to quantify the impact that we are creating out of these initiatives. Consequently, what we set up under sustainability also had a very strong pillar on social causes and initiatives."

Alia Ali Busamra
Chief Sustainability Officer

National mandates for CSR

UAE Vision 2021

UAE Vision 2021 sets the key themes for socioeconomic development in the UAE. These include Sustainable Environment and Infrastructure, World-Class Healthcare, First-rate Education System, Competitive Knowledge Economy, Safe Public and Fair Judiciary and Cohesive Society and Preserved Identity.

Dubai Plan 2021

Dubai Plan 2021 describes the future of Dubai through certain key themes:

The People: "City of Happy, Creative & Empowered People"

The Society: "An Inclusive & Cohesive Society"

The Experience: "The Preferred Place to Live, Work & Visit"

The Place: "A Pivotal Hub in the Global Economy"

The Government: "A Pioneering and Excellent Government"

1 Currency exchange 1 AED = 0.272294 USD
(<https://www.xe.com/currencyconverter/>
convert/?Amount=1&From=AED&To=USD on 2020-09-16)

Year of Zayed campaign at ENOC



Undertaking strategic CSR

Aligning with UN SDG goals

While planning our CSR initiatives, we have taken extraordinary measures to ensure their alignment with UN SDGs.

While we have identified certain priority themes for CSR, our actions are far-reaching and cover the whole gamut of development areas for the UAE.

By aligning the Group's actions with the SDGs, ENOC has been able to identify unique opportunities for value-creation and energetically respond to the call for action by the government in supporting the UAE's contributions to the SDGs.

Effective governance structure

Through the Sustainability Leadership Committee established in 2016, ENOC's leadership oversees and monitors matters concerning the Group's social responsibility and sustainable growth globally.

The ENOC Sustainability Leadership Committee, led by the Group CEO, reports directly to ENOC's Board. The committee is tasked with governing and approving sustainability policies and frameworks and providing guidance in developing, implementing and monitoring economic, social and environmental policies, practices and strategies that foster the sustainable growth of ENOC globally.

The new structure of CSR governance also saw the creation of the CSR Steering and Technical Committees which brought together representatives from ENOC's senior management and employees from across the different BUs to drive the CSR agenda across ENOC Group.

Reinforcing the 'One ENOC' culture

We have undertaken a series of actions to increase stakeholder engagement and make CSR a continuous and collaborative process at ENOC.

The reconstituted governance structure is an example of including Group-wide perspectives into the CSR design.

Given Dragon Oil's strong track record on CSR and supporting the Turkmenistan government's efforts in youth development and community infrastructure, the GSO has worked closely with them to seamlessly integrate the best practices and experiences to improve CSR initiatives within Dubai and the UAE.

GSO at Dragon Oil Hazar site in Turkmenistan



Award winning initiatives

In recent years, ENOC has become a benchmark for social responsibility within the UAE, receiving a number of awards at national and international platforms.



The CSR Arabia Award is one of the region's most coveted CSR and Sustainability awards that recognises the most successful and innovative CSR pioneers in the Arab World. ENOC's commitment to CSR was recognised at the Arabia CSR Award (Energy Sector) for the fourth consecutive year in 2019.



The Golden Peacock Award is a symbol of excellence in CSR and a mark of a world-class organisation; ENOC won the global Golden Peacock Award for CSR for 2018 and 2019. The Group also won the Golden Peacock Award for Sustainability in 2017, 2018 and 2019.



ENOC was awarded the Best Sustainability Award for effectively documenting its environmental, social and economic performance in 2019 at the Abu Dhabi Sustainable Business Leadership Forum in the nation's capital. The Forum, organised by the Abu Dhabi Sustainability Group, aims at fostering and promoting sustainable development, innovation, and responsible business growth.



EMGAS, an active business unit of ENOC, was also awarded the CSR label in 2018 by the Dubai Chamber of Commerce and Industry (DCCI) for adopting CSR best practices as measured by DCCI CSR framework, across four impact areas - Workplace, Marketplace, Community and Environment.



The Sustainability Purchasing Leadership Council (SPLC) Award is an international award that recognises companies around the world that demonstrate the strongest commitment to leadership in sustainability and excellence in sustainable purchasing. At the 2019 SPLC Summit in Portland, USA, ENOC Group became the world's first energy company to win the coveted SPLC Award.

Undertaking strategic CSR

Initiatives promoting employee participation

Efforts have been made to encourage greater involvement of employees, create a culture of collective ownership and improve social accountability across our different BUs.

ENOC Volunteer Leave Policy was adopted to encourage employees to take a day's paid leave to participate in CSR activities. As a result, our employees have engaged themselves individually or in collaboration with local welfare/social organisations and have contributed immensely to the community engagement initiatives of ENOC.

ENOC's management also approved the inclusion of two CSR related KPIs in the Sustainability Index. One of them pertains to community investment and the other to employee volunteering.

ENOC Volunteer Leave Policy



Investing in the future

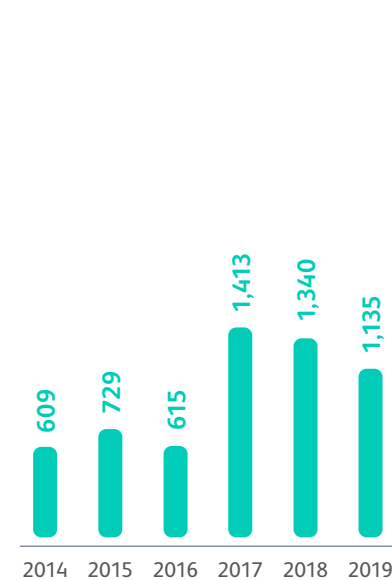
Since 2015, the Group's CSR spending has increased YoY by 40% at a CAGR of 9%.

In 2018, the Group invested AED 15.79 million (USD 4.30 million), compared to AED 11.38 million (USD 3.10 million) in 2017.

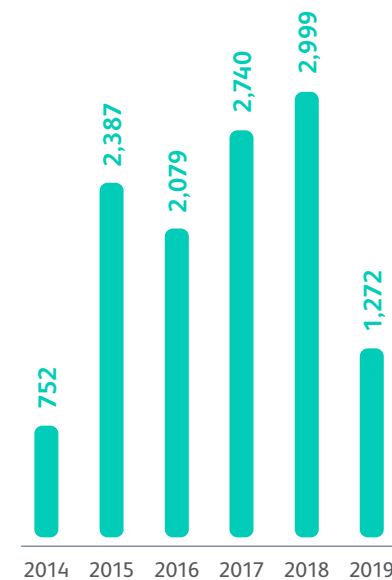
In 2018, Dragon Oil, invested approximately AED 10.98 million (USD 2.99 million) towards social initiatives aimed at developing community infrastructure in Turkmenistan, compared to approximately AED 9.91 million (USD 2.70 million) in the previous year.

The creation of a separate financial code for CSR related expenditure also allowed for greater transparency and accountability of the Group towards stakeholders.

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



DRAGON OIL (USD'000)



Snapshots of a few CSR initiatives undertaken by ENOC



Partnership with Al Jalila Cultural Centre for Children

ENOC has been supporting AJCCC through grants, volunteering activities, training programmes and workshops.



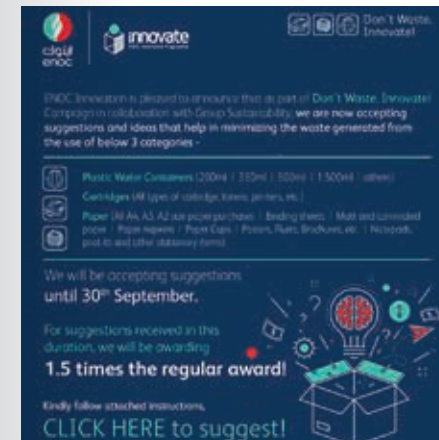
Interschool Environmental Public Speaking Competition

Collaboration with Emirates Environmental Group (EEG), to promote environmental education.



Earth Hour

ENOC participated in the Earth Hour Initiative by DEWA and contributed to saving 267 Megawatts in Dubai.



Don't Waste, Innovate

Workshop and exhibition organised on innovative solutions that can be adopted to reduce waste generated through paper, plastic and cartridge use.



ENOC Energy Scholarship

Started in association with Heriot-Watt University, the scholarship offers deserving UAE nationals an opportunity to pursue a career in energy management and work for ENOC.



Carbon Ambassador Project

We ran a Carbon Ambassador Project (CAP), which gave Emirati youth an opportunity to design innovative solutions for real-life problems. A group of students designed a unique plan for our employees who could opt for a dynamic, smart car-pooling and parking system instead of using their personal vehicles.

Undertaking strategic CSR



Celebration of International Day for older persons

ENOC volunteers spent time interacting with the elderly at the Happiness Centre for Senior Citizens at Al Mamzar.



Dubai cares volunteering activity

Volunteering initiative by 350 volunteers who packed 10,000+ school kits for children.



Dubai Aquarium & Underwater Zoo

Collaboration with FMAAR to educate UAE's future generation about the rich and diverse wildlife of UAE.



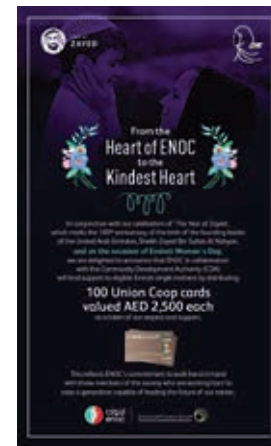
Minutes of Giving

Volunteering initiative involving over 100 employees who packed 500+ care packages.



Partnership with Al Noor Centre

Partnership with Al Noor to support 'Adopt-a-class' programme, equipping a classroom with VR technology and making Al Noor a Smart Centre.



Women Empowerment

ENOC in association with the Community Development of Authority (CDA) supported 100 Emirati single mothers with Union Coop cards worth AED 2,500 each.



Solar Decathlon with DEWA

Collegiate competition that challenges students to design and build full size solar-powered houses.



CSR Majlis

ENOC hosted the CSR Majlis, a forum for CSR and sustainability practitioners from all sectors to share their experiences, good practices, knowledge and latest trends in the CSR field through insightful discussions.



Simply Bottles

The Simply Bottles campaign recycled plastic water bottles into clothing. Departments were encouraged to collect their plastic water bottles for recycling to win exciting prizes.



Dubai Autism Centre

18 children from DAC were invited for a tour with ENOC volunteering at Dubai Aquarium & Underwater zoo. ENOC is also supporting the entertainment at facilities at DAC to help children with autism.



Kesa's Volunteering initiative

ENOC volunteers participated in the preparing and packing more than 7,000 clothes for over 2,000 people in need.



Ramem Volunteering Initiative

More than 600 volunteers worked on retrofitting 30 houses at Al Aweer by painting, drawing and installing solar powered LED lights on the houses.

Towards 'One ENOC, One CSR'

Taking up a transformational agenda

ENOC's consolidated approach to planning and reporting CSR initiatives is aligned with the UAE government's CSR vision and the increasing expectations of organisations operating in the oil and gas sector to self-regulate. We, at ENOC, have embarked on the second stage of our journey to create a transformational CSR agenda for the Group and its stakeholders.

Today's business environment is characterised by unprecedented challenges and risks. At ENOC, we understand the importance of CSR in the current global context of depleting natural reserves, growing environment pollution, climate change, disease and water crises. Our experience across more than 60 markets has led us to believe that in order to succeed in the long run, we must aim to actively contribute to the sustainable development of the different communities we operate in.

As the leading energy player in Dubai, we also understand the need to create integrated value for our different stakeholders. Given the competitiveness of our sector and the close links of CSR with overall business sustainability, we are committed to creating value at every touch point within our communities in the UAE and beyond.

We understand that maximum value can be created only when CSR is fully integrated, implemented, and communicated in a unified approach. So, we have taken the initiative to build on the foundation by developing a 'One ENOC, One CSR' strategy.

HSE Campaign launch event



A new direction

Through 'One ENOC, One CSR', ENOC seeks to adopt a strategic direction for CSR activities across the Group to create shared value for its business, stakeholders, and communities.

Over 2018 and 2019, we have undertaken a series of steps to shift towards a transformational CSR.

Internal and external stakeholders were consulted at every stage of this journey to ensure that 'One ENOC, One CSR' was truly a collaborative effort between the Group and its key stakeholders.

We undertook a comprehensive materiality analysis and assessment to understand the baseline of ENOC's CSR initiatives, structure, processes, and mechanisms.

A unified CSR framework and management system was developed to ensure consistency in the Group's CSR implementation. Alongside this, workshops and capacity building exercises were conducted to execute CSR projects effectively, monitor their impact, and evaluate their social return on investment (SROI).



Paradigm shift from transactional to transformational CSR

Transactional CSR

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

Transformational CSR

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

Reflections of a sustainability leader

Going beyond obligations



“Today, reflecting on how far we have come (with respect to CSR), I feel a sense of pride presenting to all our internal and external stakeholders saying, look this is what we do! This is what our company is all about!”

Dr. Waddah Ghanem Al Hashmi, Senior Director, Sustainability, Operational & Business Excellence, reflects on how ENOC's strategic positioning and diversified businesses provide a unique opportunity to lead the way in driving positive societal change in the UAE. His views on CSR, an important contributor to business sustainability at ENOC, have been influenced by a combination of personal experiences and international best practices.

Dr. Waddah Ghanem Al Hashmi
Senior Director - Sustainability, Operational & Business Excellence

*until August 2020



ENOC's volunteers during Minutes of Giving

For ENOC, being a leading energy player entails its own responsibility — i.e. towards our communities. We strongly believe that businesses must give back a portion of their profits to promote social welfare. As a wholly-owned entity of the government of Dubai, ENOC's operations aim to support the national mandate on socio-economic development and environmental protection.

With the values of CSR embedded within ENOC since inception, individual BUs have carried out a variety of philanthropic, community and cultural initiatives over the years.

An evolving CSR function

Over the past 26 years, from scattered philanthropic initiatives to strategically planned interventions, awareness campaigns and social programmes, the Group's CSR function has evolved alongside the expansion of business operations.

ENOC's initiatives have had a positive impact on the environment and society at large. ENOC Olympics, Quran reciting competition for employees, barbecues for families and children and celebratory

occasions have brought the ENOC family together. In addition to these, more structured initiatives, such as the institution of training centres, awareness drives, health and safety campaigns have been held. ENOC has undertaken a variety of initiatives to promote social and environmental welfare, as part of its social responsibility agenda.

ENOC's business transparency, sustainability practices and CSR framework are of immense value to the Group's reputation and business. Moreover, introducing the 'One ENOC, One CSR' strategy has influenced the thinking of the Company's suppliers, subcontractors, and vendors towards social accountability and best CSR practices.

I initially believed in carrying out CSR and not talking about it, but over the years, I have come to realise that good CSR practices and initiatives must be communicated. These initiatives can be a positive influence on other corporates, while ensuring that ENOC remains accountable to its partners, its customers and the country.

ENOC as a regional leader in CSR

ENOC's reach, network, and operations have provided numerous opportunities to create social and economic value for stakeholders, including local businesses, customers and employees. CSR at ENOC is now viewed as part of its business operations and business development endeavour.

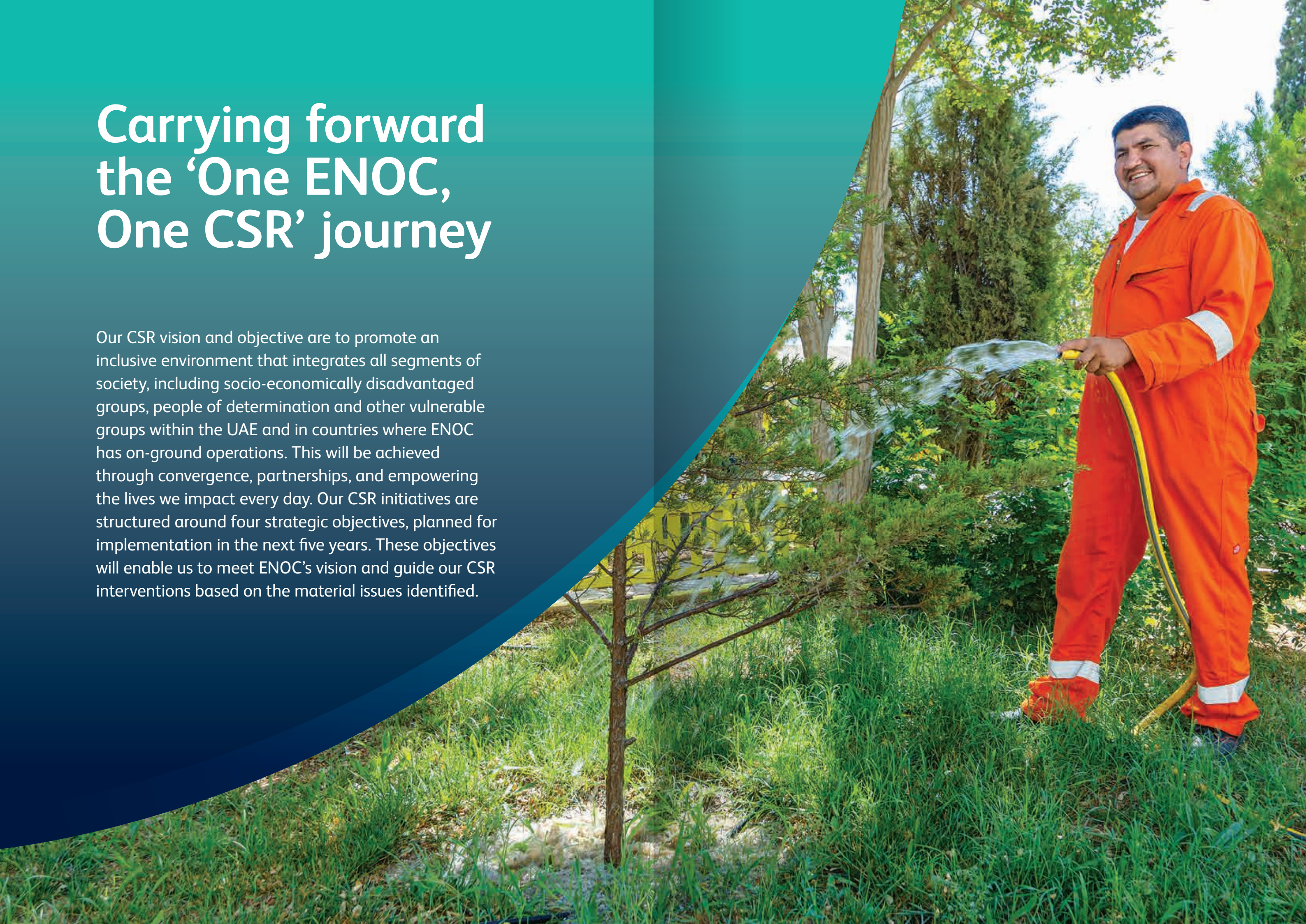
Our Group is continuously exploring how to make meaningful contributions, and to understand the changing needs of different stakeholders in order to maximise the social return on investment (SROI). With ENOC employees more engaged with the Group's CSR initiatives, the CSR function will continue to be successful.

I firmly believe that we are progressing towards a strong, resilient and all-encompassing CSR culture across the ENOC Group, and this has enabled a shift from a transactional sort of CSR towards transformational CSR.

Publishing ENOC's CSR achievements can motivate other businesses to look beyond profits and business motives and consider value creation for environmental and social well-being. It is the combined effort of different organisations that will lead to the creation of a strong social support system in the region.

Carrying forward the 'One ENOC, One CSR' journey

Our CSR vision and objective are to promote an inclusive environment that integrates all segments of society, including socio-economically disadvantaged groups, people of determination and other vulnerable groups within the UAE and in countries where ENOC has on-ground operations. This will be achieved through convergence, partnerships, and empowering the lives we impact every day. Our CSR initiatives are structured around four strategic objectives, planned for implementation in the next five years. These objectives will enable us to meet ENOC's vision and guide our CSR interventions based on the material issues identified.



Stakeholder engagement

An emerging global megatrend

Today, CSR has become integral to the sustainability of business, and this, we believe, is an undeniable global megatrend.

In order to make a transformational shift in our approach to CSR, we initiated a comprehensive process to strengthen our CSR function—right from the initial stages of conducting a baseline needs assessment study to the final assessment of impact created through CSR.

As part of this initiative, the GSO identified key stakeholder groups for CSR and developed an engagement plan for each. Following this, we carried out our very first CSR materiality assessment in 2019, as part of the process to formalise the 'One ENOC, One CSR' strategy.

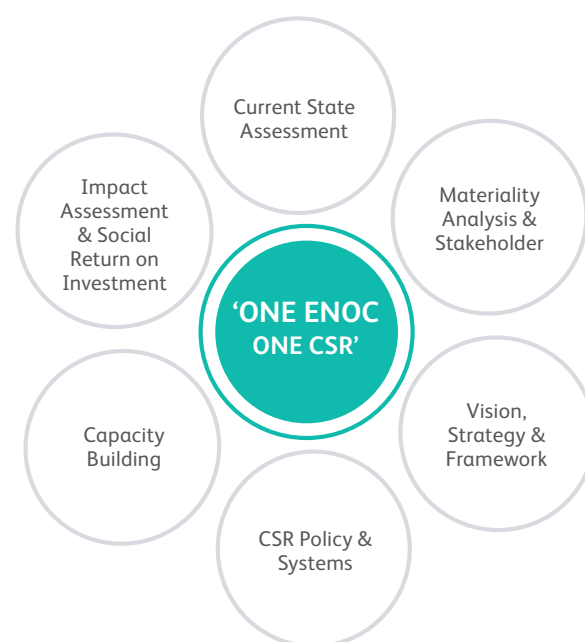
Business megatrends: what are they?

Megatrends in business are large, social, economic, political, environmental, or technological changes that are slow to form, but once in place, they can influence a wide range of activities, processes, and perceptions in the future. The nature of such phenomena is that they force fundamental and long-lasting changes for businesses around the world.

"There's been a transformational shift in how CSR is perceived at ENOC; and it's been very evident over the course of five years, that the Group has taken a proactive approach to implement best practices in CSR. A lot of organisations locally and regionally treat CSR as an after-thought, something to be ticked off a checklist. I am fortunate to work in an organisation that embeds CSR within its ethos, and is committed to engraining CSR to contribute to our Group's growth."

Anan Ibrahim
Assistant Manager, Media Relations
ENOC Group Communications

Transformational steps for CSR



CSR materiality assessment

A milestone in the learning process

ENOC's first CSR materiality assessment involved consultation sessions with the Group's internal and external stakeholders. The detailed consultations and the materiality analysis enabled us to prioritise certain focus areas and Key Performance Indicators (KPIs) for our CSR programme.

In the internal stakeholder consultation, held in August 2019, face-to-face interactions with members of the ENOC leadership and management were conducted to gather insights and hear out the aspirations for a 'One' CSR strategy and function across the Group. Presided over by the Group CEO, the consultation was attended by 50 members of ENOC's leadership and management across BUs and corporate divisions. The internal stakeholder consultation helped us understand the internal priorities of the Group.

ENOC also organised external consultation sessions on 'CSR in the UAE' over four days in September 2019 at the ENOC headquarters in Dubai. The Group hosted more than 127 participants from government institutions, the private sector, civil society organisations, academic institutions along with subject matter experts on CSR. These sessions were a testament to the growing interest in CSR among institutions in the UAE. The sessions helped us gather insights from experts, observe emerging

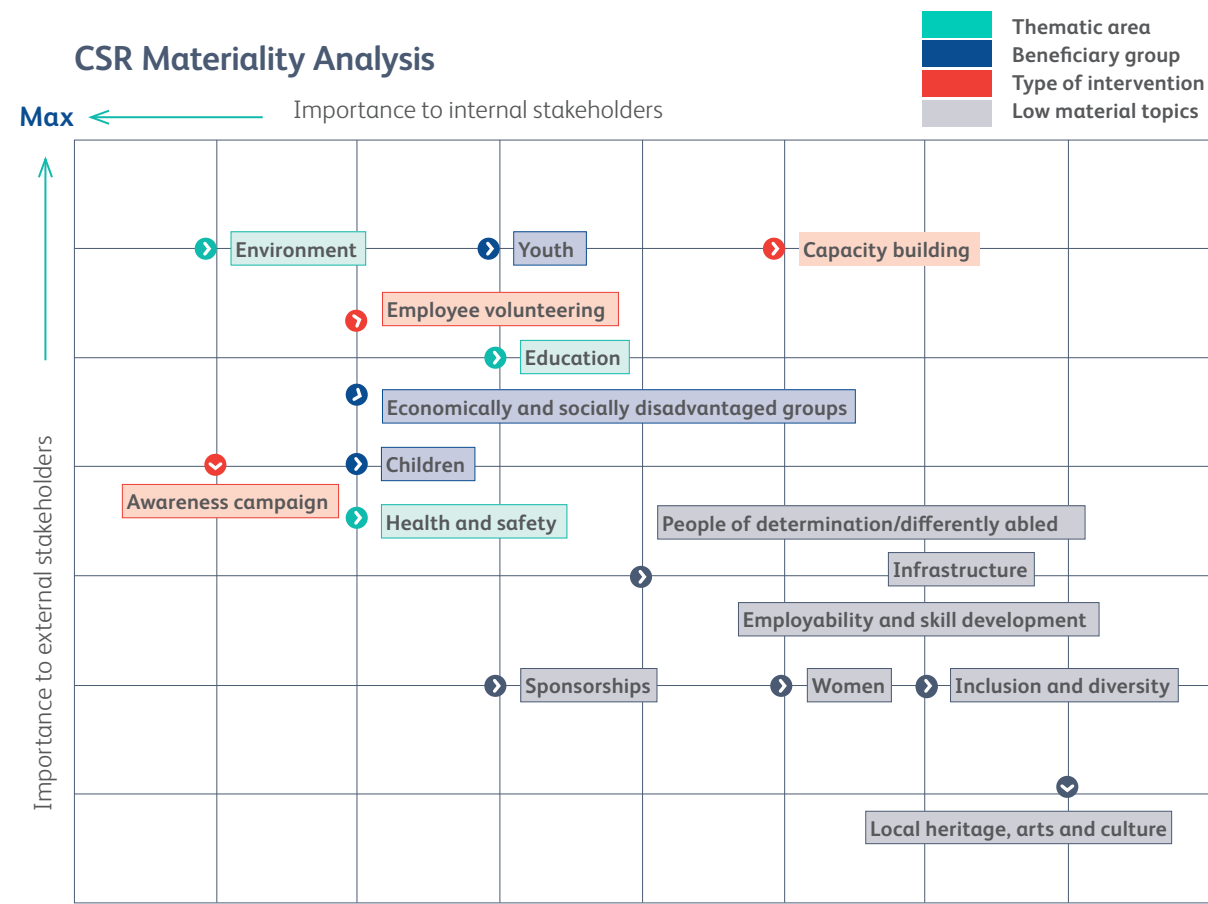
trends in the region and gauge the direction that ENOC should follow for a transformational CSR.

Together with these, a 'One ENOC, One CSR' employee survey was conducted to understand their perceptions and understanding of CSR.



CSR materiality assessment

Material topics identified for CSR in 2019



The detailed consultations and the materiality analysis enabled us to prioritise certain focus areas and KPIs for our CSR programme. Each identified priority area for CSR was further analysed to derive measurable indicators that would be applicable at the Group level. The KPIs were developed in order to help ENOC track its CSR progress in a standardised and quantifiable manner, in line with the ENOC Sustainability Index.

In addition to the stakeholder consultation sessions, we conducted a baseline study in order to assess the current maturity of our CSR function, and map out the strengths and potential areas for improvement going forward. As part of this study, a functional benchmarking was completed against local and international oil companies, and several industry standards.

Type of Stakeholders	No. of stakeholders
Employee survey	511
Internal Stakeholders Session	50
External Stakeholders Session	127
Face-to-face	45
Total	733



ENOC External Stakeholder Consultation Session on CSR – Day1



Round table discussions during the stakeholder consultations



ENOC External Stakeholder Consultation Session on CSR – Day 2



ENOC External Stakeholder Consultation Session on CSR – Day 3



ENOC External Stakeholder Consultation Session on CSR – Day 4

Drawing lessons

Identifying areas of action

The findings from the internal and external stakeholder sessions we undertook, as well as those from the employee survey, were analysed to complete the materiality analysis. The key focus areas for our CSR interventions, based on the material issues identified, are Environment, Education and Health & Safety.

ENOC external stakeholder consultations



Focus thematic areas and target beneficiary groups for ENOC's CSR



Environment



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

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



Education



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

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

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



Health & Safety

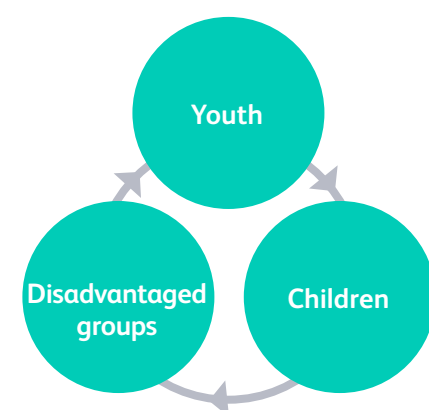


Mapped against the UAE National Agenda 2021 indicators on world-class healthcare – preventive medicine, reduce cancer and lifestyle diseases (obesity, diabetes, cardiovascular diseases)

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

Drawing lessons

Beneficiary groups for CSR at ENOC'



Prioritised beneficiary groups

Youth

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

Children

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

Disadvantaged groups

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

Prioritised modes for CSR intervention

Awareness campaigns

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

Employee volunteering

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

ENOC also follows the CSR intervention models listed below:

- Charitable giving/Donations: One-time monetary or in-kind contributions given for a social cause, addressing immediate needs, without any exchange of tangible benefit to ENOC.
- Strategic philanthropy: Philanthropic activities around a specific issue or cause that may in turn support ENOC's own business objectives in terms of reputation building, attracting/retaining employees.
- Observances: Remembrance, awareness and celebration days or events around certain designated days/week around a social or environmental issue, determined by an international (primarily UN) calendar or government.
- Shared value: Where ENOC's contribution, financial or in-kind, creates business direct benefits (operational efficiencies/increased revenues/tangible business benefits) along with social value.

- Capacity building: Knowledge transfer on social themes or issues to specific stakeholder groups or the public.
- Volunteering: Includes the aspect of community volunteering where volunteering means sharing skills, resources or time. As per Law no. 5 of 2018, regulating volunteer work in Dubai, a volunteer is any person who, willingly and under no duress or coercion, dedicates himself to performing volunteer work without pay, where volunteer work means any work that is aimed at achieving public benefit and carried out in accordance with the governing framework of a Volunteering Agreement under which a volunteer contributes, by his own choice and outside of his family circle, his time, effort, or skills with no intent to derive any material gain for himself.

"The Triple Bottom Line — Profit, People and Planet — is the essence of CSR. As ENOC employees, we see the society as a key stakeholder and are committed to serving the Triple Bottom Line in all that we do. We seek to live up to the values of CSR and make ENOC known to everyone for its robust CSR programme."

S. Ravindran
Head, HSE & Business Excellence
CIS (Commercial & International
Sales) Segment



Alignment with SDGs

Part of a global movement

As a Group, ENOC shares the United Nation's vision for a better and inclusive world for everyone by 2030. In order to contribute to the global development agenda, we have identified priority SDGs that are aligned with the key thematic areas identified by our stakeholders.

Our stakeholders believe that ENOC must focus its CSR on key beneficiary groups which are the focus of the national development priorities and are most in need of our support.

Building on the strength of our youth engagement and scholarship programmes, we envision a future in which ENOC can play an even bigger role in developing the leaders of tomorrow. With the UAE and Dubai moving towards becoming sustainable and future ready,

we want all segments of our society to be part of this progress. By integrating single mothers, migrant workers and other marginalised communities into this forward-looking vision of Dubai, we are committing ourselves towards creating a truly inclusive and cohesive society.

Thematic areas

Our long-term goals

UN SDGs

Education

- Improving access to inclusive education to help communities improve their quality of life and develop innovative solutions to critical problems
- Capacity building and skill development of community members
- Providing equal employment opportunities and ensuring workforce diversity
- Promoting Emiratization and women empowerment goals under National Agenda

- Improved industry-readiness of youth
- Youth innovation in the area of energy management
- Skill development of UAE nationals for cancer progression
- Waste recycling
- Capacity building of young women to prepare them for managerial/leadership positions



Environment

- Invest and promote internal and community practices related to climate section, life on land, life below water, responsible consumption and production as well as affordable and clean energy
- Supporting UAE government 2021 agenda focusing on improving the quality of air, preservation of water resources and increasing contribution to clean energy and green growth plans

- Reduction in water consumption
- Reduction in freshwater usage
- Reduction in waste generated
- Waste recycling
- Reduction in landfill disposal
- Increased awareness among children and youth on alternative energy forms and initiatives
- Public awareness on water conservation and the use of water-saving devices



Health & Safety

- Promoting the themes under the UAE government 2021 agenda such as preventive medicine and healthy living
- Ensuring the highest safety standards at the workplace and employee well-being

- Improved health and well-being in the workplace
- Improved community health and awareness
- Improved road safety
- Adoption of healthy and happy lifestyle by all community members

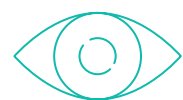


CSR Vision 2025

An evolved perception

Based on stakeholder engagements and the materiality analysis, we have developed a vision that calls for collective action and reaffirms the Group's long-term commitment to the communities it serves.

ENOC's CSR vision is a reaffirmation of its firm commitment to create shared value for all employees, customers, suppliers, and community members.



Our CSR vision

To promote an inclusive environment that integrates all segments of society, including socio-economically disadvantaged groups, people of determination and other vulnerable groups within the UAE and in countries where ENOC has on-ground operations.



A unified goal

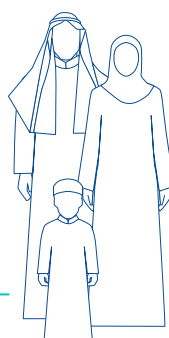
The statement establishes ENOC's aspiration for CSR and serves as the benchmark for the Group's social impact. It lays down the unified goal across the organisation to positively impact and influence 5 million lives by 2030.

The target of 5 million lives takes into consideration

- Current impact (direct and indirect outreach across the value chain)
- Benchmarking of comparable international and national companies
- Social and geopolitical context of the UAE and other locations where the Group has presence

By leveraging existing networks, forging new partnerships with the UAE government, private sector, academic institutions and not-for-profit organisations, ENOC's vision is to promote an inclusive environment that aims to integrate all segments and groups within society, leaving no one behind.

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



Dragon Oil employees at an environmental clean up campaign



In order to realise this vision, ENOC has identified four strategic objectives under the 'One ENOC, One CSR' strategy, as well as key focus areas based on the material issues identified.

Each strategic objective is linked to a specific approach to adopting CSR activities that target the key focus areas and can lead to measurable impact towards the long-term CSR vision laid out by the Group. The detailed current state assessment undertaken by ENOC pointed to a gap between the current level of CSR maturity and the aspirational state. Therefore, the 'One ENOC, One CSR' strategy for 2025 identifies a number of key considerations for ENOC to embrace, integrate and adopt a truly transformational level of CSR.

Strategic Objectives for 2025



1 Promote government agenda of inclusive development

Re-align efforts towards prioritised themes for ENOC, measure our contribution to the Government agenda

Dissemination of knowledge of CSR and social development issues among public and networks; develop knowledge products



2 Strengthen networks and partnership for impact

Build a network of partners (and leverage ENOC's existing partners) - strategic, knowledge, implementation - to scale up social impact created



3 Enthuse, engage and empower communities

Enhance the well-being of disadvantaged or vulnerable segments of society

Involve and develop the capacity of volunteers, particularly youth, to contribute to ENOC's vision



4 Established a collective "One ENOC" culture for CSR

Employees are trained on CSR; they participate in CSR activities and know that they will be rewarded for demonstrating the group's CSR values

Employees are an important beneficiary segment for CSR interventions

Leave no one behind

ENOC's CSR policy is inspired by the 2030 Agenda for Sustainable Development pledge to 'leave no one behind', and is driven by the Dubai Government's vision for sustainable and inclusive development. It defines our commitment to integrating environmental and social principles into our business operations and growth strategies, thereby creating long-term value for all the lives we touch.

Salient features of ENOC's CSR policy for the road ahead

At ENOC, we aim to grow our business and our positive social impact. We plan to do this through need-based interventions, partnerships and transparency in our stakeholder interactions, while also reducing our environmental footprint.

1 Beyond compliance

All our CSR interventions go beyond compliance by respecting the spirit of, and actively promoting, internationally recognised CSR norms and the laws of the land within which we operate. Further, the CSR initiatives shall be closely aligned with and relevant to the local and national contexts within which they are implemented.

2 Participatory

We shall respect our stakeholder interests by recognising that our social, economic and environmental responsibilities to our stakeholders are integral to our business. Our stakeholders and communities shall be central to our interventions and actively involved in identifying issues to be addressed and in the monitoring of interventions through effective and transparent communication and reporting.

3 Abide by sustainable development principles

All our CSR interventions shall follow sustainable development principles and will factor human rights, social and environmental impacts in their design and execution.

4 Strategic

CSR programmes and initiatives shall be designed to create sustainable and long-term value for the stakeholders; initiatives therefore must be part of a long-term CSR strategy.

5 Partnership-driven

CSR across the Group shall be driven in partnership with institutions that are close to the community and bring in strategies and values that are aligned with ENOC, complementary expertise and innovative ideas to maximise value for stakeholders.

6 Shared value for business and community

The spirit and culture of 'One ENOC, One CSR' shall permeate through the organisation where each BU and Group company seeks to create social value at every touch point of our operations. All Group companies and BUs may seek to create shared value and leverage their core competencies while undertaking CSR activities. However, community benefits must be central to any CSR intervention and must be clearly defined.

7 Volunteering opportunities for ENOC's employees

CSR initiatives will be designed to provide a range of volunteering opportunities for ENOC's employees.

8 Continuous improvement of CSR performance

ENOC Group shall aim to develop innovative CSR opportunities and ways to maximise social value created with minimal resource footprint. The Group's CSR performance shall be measured by KPIs, targets and impact measurement tools such as the Social Return on Investment tool, whereby the Group's performance shall be monitored and improved year on year.

Kindergarten building refurbished by Dragon Oil



Strengthening CSR processes

Abiding by national and international guidelines

To achieve ENOC's CSR vision, we have developed a comprehensive CSR framework and supporting CSR Management System. These documents build on a repository of internationally accepted standards and guidelines such as the UN SDGs, ISO 26000 and SA 8000. While developing the formal processes and standard operating procedures for CSR across the Group, we have ensured we follow the guidelines set out by national laws and directives with respect to social responsibility.

International standards and guidelines on CSR



National Development Agendas



In recognition of the fact that we maintain the highest standards of social performance within the region, we have been awarded the Dubai Chamber of Commerce & Industry CSR Label. Our commitment to business ethics and innovative CSR has also been recognised at the Arabia CSR Awards, where ENOC has received awards in the Energy Sector category for five consecutive years from 2016 and 2020.

Frameworks and Forums

How ENOC is aligned



The Dubai Chamber of Commerce and Industry (DCCI) CSR Label helps organisations conduct a systematic assessment of their social and environmental impact, develop and improve their CSR programmes, and gain recognition for their CSR efforts.

EMGAS, a subsidiary of ENOC Group, is proud to have been awarded this label for consecutive years between 2011 and 2018 for adopting CSR best practices as per the DCCI Framework and continues its commitment to the forum.



The Arabia CSR Network (ACSRN) is a multi-stakeholder platform for businesses in the Middle East to strengthen their commitment to sustainability practices. ENOC is a committed member of ACSRN and is proud to showcase its CSR excellence by continually being recognised by the Network.



The CSR UAE Index sets the CSR reporting criteria, in line with the UAE strategy to establish sustainable development programmes and initiatives, against which companies will be ranked for their social and environmental performance.

In 2020, ENOC completed its first CSR UAE Index assessment.

Defining CSR at ENOC

In order to be able to plan, implement and deliver impactful CSR, it has been important for us to establish what CSR means to us as a Group.

At ENOC, CSR encompasses duty and moral obligations to all its relevant stakeholders, right from fulfilling its economic responsibilities, to legal compliances and ethical responsibilities to its social responsibilities.

At ENOC, CSR serves as a key function of corporate governance, and we are gradually integrating CSR into the internal operations, defining principles and policies across ENOC Group. From a corporate governance perspective, CSR comprises aspects related to ENOC's legal, ethical and social responsibilities.



'Definition of CSR at ENOC'

ENOC's continuing commitment to economic development, improving the quality of life of employees their families as well as that of the society at large through transparent and ethical behaviour that:

- Takes a management approach
- Contributes to sustainable development
- Accounts for the expectations and addresses well-being
- Consistent with international norms
- Complies with and goes beyond requirements stipulated by law
- Is integrated throughout the organisation

ENOC's CSR framework

Monitoring welfare from start to finish

Our CSR framework defines the different elements and expectations for CSR implementation under the project lifecycle management approach – from planning to monitoring and reporting to capacity building and communication.

Leadership and management commitment

Leaders and management provide strategic direction to CSR in line with the relevance of CSR to business strategy and risk.

Social risk assessment and management

The dimension of considering and managing social and environmental impacts alongside economic considerations.

Human rights

Various international bodies including the UN have indicated human rights as an important part of corporate responsibility.

Communication

Successful adoption of CSR practises requires internal and external communication programmes leading to dialogue on improving the social impact created.

Stakeholder engagement

Understanding stakeholder perspective on key issues related to CSR and integrating the same into corporate and CSR strategies and operation.

CSR management

A systematic approach for evaluating CSR performance against given criteria, and used to identify opportunities for improvement.

Training and competency building

The strategic process of implementing CSR requires a re-orientation in perspectives and a structured process of learning.

Compliance with applicable laws

Compliance with and supporting all applicable CSR related regulations, guidelines and targets of the countries within which the Group operates.

Employee participation

Employee participation in CSR activities accrues benefits for the organisations and individuals.

Impact measurement

Metrics to gauge the performance of CSR and support its continuous improvement.

Communicating CSR

Mrs. Shamma Al Falasi is Director of Group Communications at ENOC. Since 2010, she has played an integral role in positioning ENOC as a key player in the energy sector among stakeholder groups.

Mrs. Al Falasi shares her insights on the role of communications in elevating ENOC as a socially responsible organisation

Leading change

Since its formation, ENOC has taken great strides and has immensely contributed to realising the goals and aspirations of our nation.

Communications plays a pivotal role in delivering this narrative to ENOC's key stakeholders; allowing us to not only protect and enhance the Group's reputation, but also educate our stakeholders about what we as an organisation do and strive to achieve.

CSR has always been engrained in ENOC's DNA; from human capital development to proactive socially responsible projects, we are fulfilling a socio-economic mandate; and communications plays a role in communicating our social responsibility narrative.

To reap the benefits of the various CSR initiatives that the Group embarks on, it's important to narrate what it is that we are doing, and for what purpose? How can we make meaningful change out of these initiatives.

With the emergence of digital media, we've recorded profound changes in how people consume news. This has dictated a transformational shift in how we communicate meaningful stories that demonstrate our values, our purpose and what we aspire to achieve as an organisation.



Shamma Al Falasi
Director of Group
Communications

Linking KPIs to CSR

Gauging outcomes systematically

A key outcome of the 'One ENOC, One CSR' strategy process has been the development of KPIs for CSR.

Our progress towards achieving the strategic objectives and long-term vision for CSR shall be annually monitored and measured against the following indicators under the Group's Sustainability Index as well as the individual scorecards of different BUs and corporate divisions.

KPI	Unit
1 Investment in interventions involving development of hard/physical infrastructure	Proportion in percent of total investment towards CSR interventions
2 Investment in interventions for providing soft infrastructure	Proportion in percent of total investment towards CSR interventions
3 Outreach statistics for the campaign	Number of people reached through awareness campaigns during the reporting period
4 Improved community health	Outreach number of individuals who are more aware of living healthy lifestyles
5 Safe driving practices to reduce road accidents	Proportion of people who reported safe driving practices post campaign (e.g. usage of seat belts, speeding, failure to stop or yield at junctions or at pedestrian crossings)
6 Stakeholder perception on brand association of CSR with ENOC	Improvement over previous reporting period (overall)
7 Number of beneficiaries reached	Number of beneficiaries
8 Investment in social interventions (community investment)	Pre-determined percentage of total economic value retained by the organisation
9 Industry-readiness of youth	<ul style="list-style-type: none"> Increase in young people who reported being industry ready Number of teachers who were industry trained

KPI	Unit
10 Up-skilling UAE nationals for career progression	Number of UAE nationals who reported that the capacity building intervention by ENOC has provided them with the skills required to grow in their role
11 Youth innovation in energy management	<ul style="list-style-type: none"> No. of innovative ideas generated and piloted/prototyped Financial impact/new revenue streams created through these ideas
12 Young people's interest in pursuing careers in the energy sector	Number of young people reporting interest in pursuing careers in the energy sector
13 Increased awareness among children and youth on alternative energy forms and energy saving initiatives	
14 Sharing CSR related information through social media - engagement and outreach	Improvement over previous reporting period
15 Capacity building of young women to take up managerial/leadership positions	Number of young women who reported that the intervention by ENOC has provided them with the skills required to take up managerial positions
16 Promoting local SMEs	<ul style="list-style-type: none"> Quantum of procurement from local SMEs (in USD or AED) percent procurement from local SMEs (>)



KPI	Unit
17 Promoting a sense of national pride and identity among UAE nationals	Percentage of people who reported a sense of pride in the Emirati culture, traditions and national identity, post ENOC's intervention
18 Promoting a sense of belonging to the UAE for expatriates	Proportion of people who, post ENOC's intervention, reported that they were satisfied with their life in the UAE and confident about their future in the country
19 Effectiveness of partnerships	Partnership effectiveness scale
20 Knowledge transfer to business network	Number of people reached through awareness campaigns/ interactive sessions during the reporting period
21 Reduction in water consumption	Percentage reduction in water consumption
22 Reduction in freshwater usage	Percentage reduction in freshwater usage
23 Awareness on water conservation	Total outreach in terms of awareness created
24 Reduction in waste generated	Waste reduction rate
25 Waste recycled (including e-waste)	Tonnes of waste recycled
26 Reduction in landfill disposal	Percentage of total waste diverted from landfill

KPI	Unit
27 Employee volunteering hours contributed	<ul style="list-style-type: none"> Total number of hours dedicated by ENOC employees to volunteering activities/initiatives Percentage of new and repeat ENOC volunteers.
28 Employee satisfaction with employee engagement activities (volunteering / CSR initiative)	Average employee satisfaction score
29 Improvement in employee productivity	<ul style="list-style-type: none"> Evaluation by line manager Percentage change in attendance/absenteeism for new and repeat volunteers
30 CSR Maturity Index for ENOC's employees/ CSR Maturity index of UAE national employees at ENOC	<ul style="list-style-type: none"> Percentage improvement over previous reporting period (all employees) Percentage improvement over previous reporting period (UAE nationals)
31 Improved health and well-being in the workplace	Percentage reduction in absenteeism

Engaging our people

Identifying and mapping CSR competencies

During the 'One ENOC, One CSR' strategy process, we have taken the initiative to engage our employees actively and continuously towards developing a new CSR culture within ENOC.

The process of strategically implementing CSR requires a re-orientation in perspectives and structured training. Given the Group's structure — with different BUs, corporate divisions and functions all connected — competency development is required at multiple levels, i.e. individual, business unit and at the Group level.

A key step towards building the competencies of our people has been the development of a comprehensive competency framework for the CSR function at ENOC. This framework was extended to our Steering and Technical committees' members as well as the CSR champions across the different BUs and corporate divisions. As in the case of our 2016 competency framework for Sustainability, Environment and Energy & Resource Management, ENOC's CSR competency framework was a collaborative effort. It involved providing a continuum of competency levels for employees to assess and track progress under the different aspects of strategic CSR.

Addressing CSR issues in view of dynamic social and environmental risks requires agility and calculated decision-making at both individual and team level. The CSR competency framework identifies

key skills and competencies associated with these multi-faceted requirements and provides a roadmap for the personal and professional development of our CSR personnel.

Training and development of employees

In order to create greater awareness on CSR amongst our employees and establish shared understanding across the Group, we undertook CSR Awareness and Technical Training sessions for the different BUs and departments within the Group.

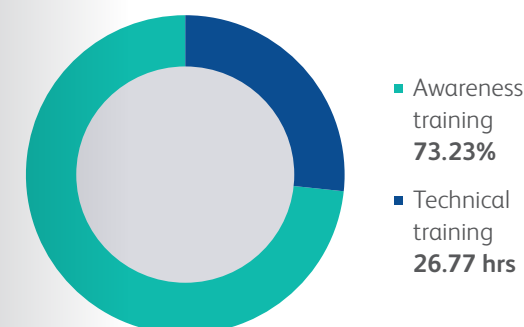
2,700 hrs
Total number of training hours for CSR

910
Employees attended CSR training

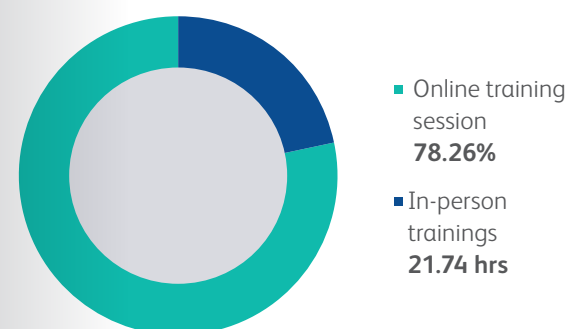
CSR Competency Framework & Mapping

The CSR Competency Framework helps understand the existing knowledge levels of CSR professionals within the organisation. The framework identifies six core skills and competencies such as Strategic Orientation, Stakeholder Engagement, Project Lifecycle Management, Impact Assessment & SROI, Social Audits and Continuous Learning & Research Orientation. Each of these different competencies were then mapped across four competency levels from General Awareness to Mastery to provide an overall blueprint for the learning and development of young CSR professionals within ENOC.

TYPE OF TRAINING SESSION
(% AGE)



MODE OF DELIVERY
(% AGE)



Technical trainings and awareness drive

As a key component of the 'One ENOC, One CSR' strategy process, ENOC has conducted CSR training sessions for employees across different BUs and corporate divisions, including Group Finance, to raise the knowledge levels and know-how of our people.

In 2020, ENOC provided 15 CSR Awareness training sessions, offering an average of 3.1 hours of training per employee. Additionally, eight technical training sessions on specific topics within CSR were delivered for targeted groups. These included training on Social Return on Investment for members of the Group Finance department, CSR Management System training for CSR champions at the BU-level and CSR Framework Training for CSR Steering & Technical Committee members and ENOC leadership.

ENOC employees at a CSR Awareness Training session



Engaging our people

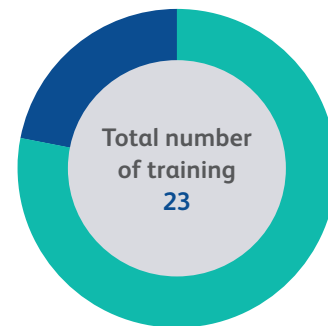
Despite the challenging circumstances induced by the COVID-19 pandemic, we adopted a strategy to ensure that all our staff experienced the benefits of CSR Awareness Training sessions. We conducted the remainder of the scheduled group training sessions in the online mode.

EMPLOYEE TRAINING (HRS)



- Awareness training 46.5 hrs
- Technical training 17 hrs

TRAINING TYPE (Numbers)



- Number of online training sessions 18
- Number of in-person trainings 5

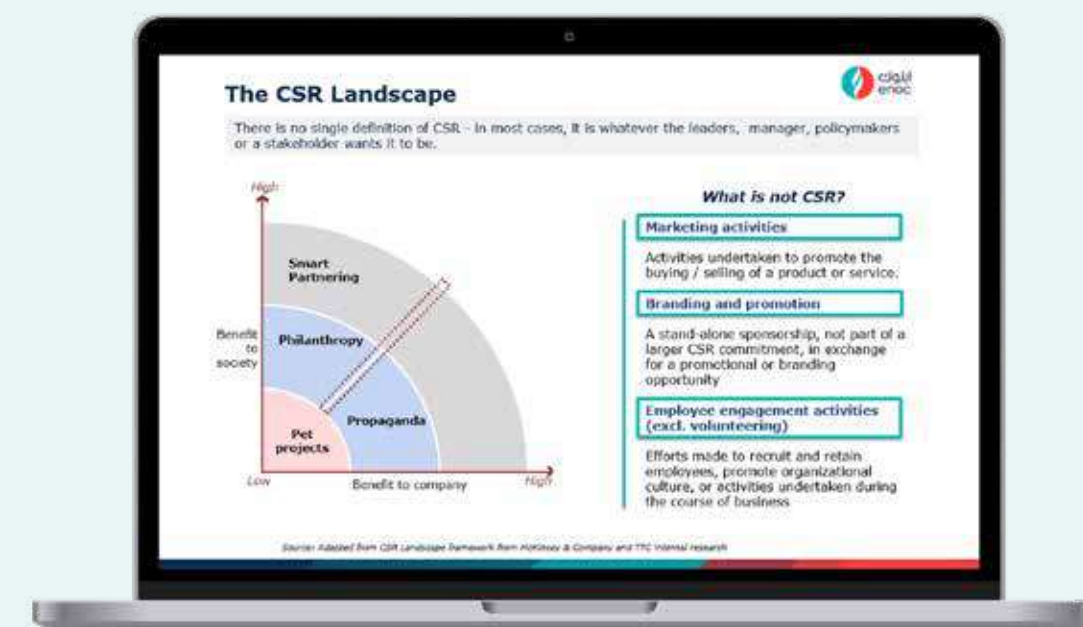
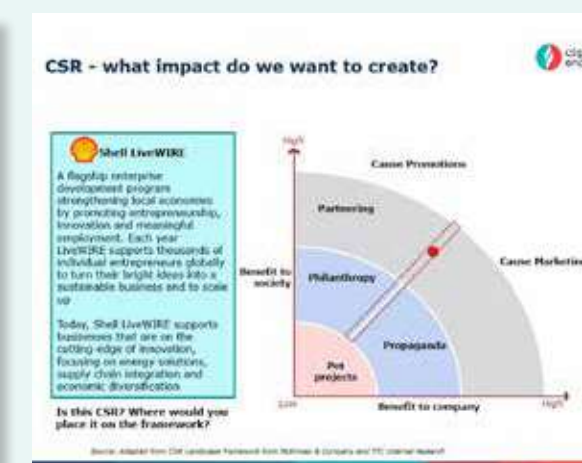
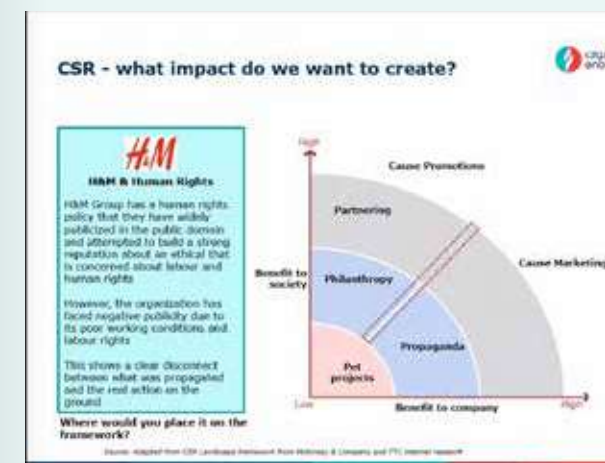


A closer look: CSR Awareness Training

The sessions saw high participation from employees and managers from all levels across our BUs. The overwhelming response from our ENOC family members and staff is a testament to ENOC's commitment to CSR.

We have also held sessions on specific concepts within CSR such as economic, social, and environmental strategies, programme selection, reporting as well as the monitoring and evaluation of CSR initiatives for our implementing partners and collaborators.

We are committed to helping our people develop knowledge and competencies in CSR in the future in order to deliver the most impactful outcomes for society through our work.



SROI case studies

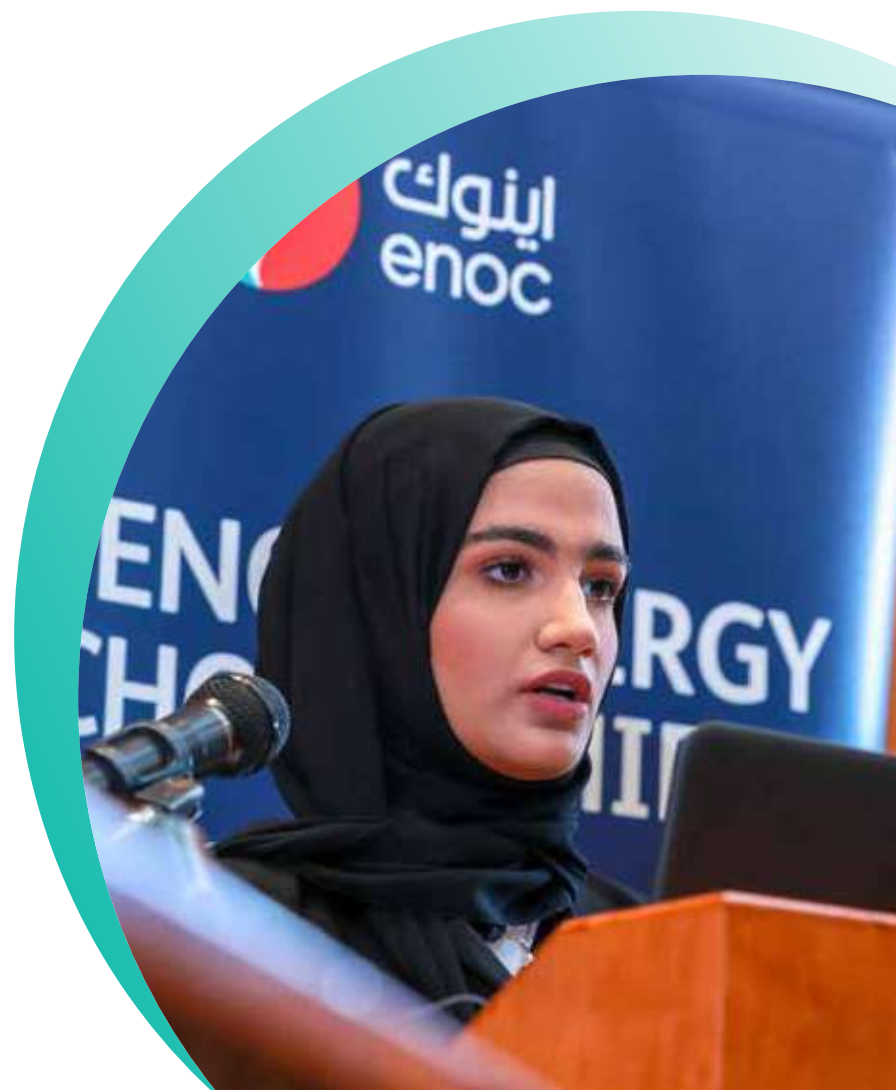
Measuring the difference we make

Over the years, we have undertaken an extensive range of CSR initiatives across the thematic areas of education, health & safety, environment and community development. In order to provide a strategic focus to our CSR and build sustainable programmes, it is important to assess which activities have generated the most impact for ENOC in terms of the investment made.

Social return on investment

During the course of the 'One ENOC One CSR' strategy process, we piloted a Social Return on Investment (SROI) study for select ENOC and Dragon Oil community-based initiatives. This was done through an interactive and consultative approach involving our programme partners within the UAE and beyond. SROI is a tool to determine the effectiveness of an intervention by calculating the total social and environmental value created.

The SROI study outcomes have showcased the effectiveness of some of our key partnerships and community-based projects in terms of creating impact for the intended beneficiaries. The study has also led to better planning and allocation of resources towards CSR, with the aim of generating the maximum impact for the greatest number of people in an effective and sustainable manner.



SROI case studies

ENOC Energy Scholarship

In 2016, ENOC partnered with the Heriot-Watt University to launch the ENOC Energy Scholarship. The scholarship aims to support deserving UAE nationals within the ENOC Group and in the UAE and help them achieve their career goals through the pursuit of a Master's degree (MSc) in Energy Management. The scholarship covers the entire tuition fees of the selected candidates. ENOC also offers employment to candidates who complete the programme with distinction. This scholarship gives UAE nationals a unique opportunity to gain an international degree in Dubai while acquiring the advanced skills applicable for the region's energy management.

In 2019, as the scholarship moved into its third cycle, ENOC carried out a SROI analysis to assess the value created for the participants in terms of knowledge enhancement, skill development and improved career prospects. The study revealed a social return of AED 8.12 (USD 2.19) for every Dirham invested. Further, the study also indicated a fair distribution of the social benefits between the selected candidates and the UAE government. Stakeholder interactions undertaken during the study suggested that the initiative should be expanded further to support the national vision of creating a sustainable society.

AED 8.12

SROI for every Dirham invested in ENOC Energy Scholarship



SROI case studies

Partnership with Dubai Autism Centre

In 2019, ENOC joined forces with the Dubai Autism Centre (DAC) to make a difference in children's lives. The agreement also entailed providing them the necessities they need to thrive as equal and important members of our society. ENOC's partnership with DAC promotes the National Policy for Empowering People of Determination and aligns with SDGs 10 and 17.

Under this partnership, ENOC helped to support two different facilities within the Centre — the occupational therapy wing and the dark sensory room. The occupational therapy wing comprises six rooms focused on building autistic children's visual and handwriting skills. Fully equipped with six rooms that had built-in assistive technology devices like tubular vibrators for tactile simulation, adapted switches for independent play, and interactive board screens for visual interactions, the occupational therapy wing of DAC has enhanced the learning facilities available for children with autism. In addition, the dark sensory room combines a range of

sensory stimuli to help students develop and engage their senses. These include lights, colours, sound, sensory soft play equipment and aromas.

According to the SROI study conducted, the partnership generated a social return of AED 1.39 (USD 38 cents) for every Dirham invested. The analysis revealed that the project has thus far been successful in adding value to the learning and development of the Centre's children. In the wake of the COVID-19 pandemic, ENOC has reinforced its support to the Centre in looking for new ways to contribute to the needs of the children and further its impact.

AED 1.39

SROI for ENOC's partnership with Dubai Autism Centre

Group CEO with children at the Dubai Autism Centre



Al Noor Training Centre

More than one billion people, or approximately 15% of the world's population, experience some form of disability. People of determination are more likely to experience adverse socio-economic outcomes — such as limited scope for education, poor health, lower employment opportunities, unavailability of assistive devices and technologies. ENOC has demonstrated its commitment to the global and national call for better integration of people of determination within society through several of its CSR initiatives.

The Al-Noor Training Centre for Children with Special Needs, established in 1981, is one of the oldest non-profit organisations for people of determination in Dubai. The centre offers a holistic development programme for children with special needs from different nationalities through a multi-disciplinary approach.

In 2019, ENOC established its partnership with the Al-Noor Centre to sponsor the Centre's 'Adopt a Class' programme. ENOC provided key learning

facilities, including Wi-fi connectivity and a Virtual Reality (VR) classroom to the Centre. These facilities have been instrumental in accelerating the learning levels of the children and have made learning 'fun', according to the parents and teachers at the Centre.

The SROI study conducted at Al Noor indicated a return ratio of 1.63, which points to the major success of the programme in uplifting the learning and development of the Centre's children. ENOC is committed to extending more support to the Centre in terms of advanced learning infrastructure and diverse opportunities to enable these children to fully realise their potential and advance their growth in society.

AED 1.63

SROI for ENOC's CSR initiatives at the Al Noor Training Centre

ENOC Team at Al Noor Training Centre



SROI case studies

Dragon Oil Youth Scholarship Programme in Hazar

As one of the key emerging economies in Central Asia, Turkmenistan has taken a series of steps in recent years towards developing its social service sector. As part of this country's agenda to embrace a new era of development characterised by knowledge and empowerment, the country has laid a lot of emphasis on developing its public education infrastructure. With 31% of Turkmenistan's population aged 14 or younger, high quality and inclusive education is essential to the long-term growth and vibrancy of the country's economy.

A major corporate leader in the region, Dragon Oil has taken the initiative to support youth education through its Youth Scholarship Programme in the city of Hazar. Launched in 2015 in collaboration with the Ministry of Education in Turkmenistan and Tomsk Polytechnic University in Russia, the scholarship aims to provide equal opportunity to all and create a wealth of local talent available for the burgeoning oil & gas sector in the country. The scholarship covers complete tuition fees for the selected candidates at the Tomsk Polytechnic University in Russia and

is open to all Turkmen nationals aged between 17 and 21. So far, a total of 31 young scholars have benefited from the programme.

The SROI study undertaken showed that the programme has generated a return ratio of 2.93. Over the course of the study, it was found that these returns extend beyond the recipients of the scholarships to benefit their families, companies and ultimately the government of Turkmenistan. Going forward, Dragon Oil intends to further its support for the development of the youth in the region, with the Scholarship Programme serving as a key driver of the organisation's social responsibility in the region.

2.93

Return ratio for Dragon Oil's Youth Scholarship Programme in Hazar

Dragon Oil sponsored students studying at Tomsk Polytechnic University in Russia



Children at the kindergarten developed by Dragon Oil in Hazar town



Dragon Oil – Early Childhood Development

Through public sector reform and focus on quality education, Turkmenistan is dedicated to achieve 'Equitable, Quality Education and Lifelong Learning for All'. This aim is also the key focus of SDG 4 of UN 2030 agenda. Within the region, rapid advances are being made in terms of policy and legislation to promote equity in access to quality education.

Dragon Oil's CSR interventions include the refurbishment and modernisation of local schools and kindergartens in Hazar. Taking steps towards early childhood development amongst the communities is a critical pillar of Dragon Oil's commitment to promote the long-term economic growth and sustainable development of the region.

The SROI study conducted indicated that each unit of currency invested by Dragon Oil has generated AED 3.91 worth of socio-economic value for the

stakeholders. Given that the direct beneficiaries of this initiative are young children, it is expected that the social return generated will considerably increase in the future as the children grow to earn an income and contribute to the local economy.

AED 3.91

For every dirham invested by Dragon Oil in its initiative for the early development of children in Hazar

Evaluating the impact created on the ground

In the past three years, we have adopted a systematic and structured approach in our journey towards transformational CSR and sustainability management, creating a socially motivated business that is focused on building a sustainable future in the UAE, Turkmenistan and beyond. The scope of our CSR programme transcends ENOC's own sustainability priorities to include UAE's national development indicators and global sustainability goals. This chapter takes into account the impact created over three consecutive years by both ENOC's and Dragon Oil's CSR initiatives across the workplace, marketplace, environment and community.



ENOC's CSR in action

Converging goals to create long-term values

As a leader in the region, we have been systematically expanding our community outreach, maximising our impact and deepening our contribution towards the development agenda of the UAE within the framework of the UN SDGs.

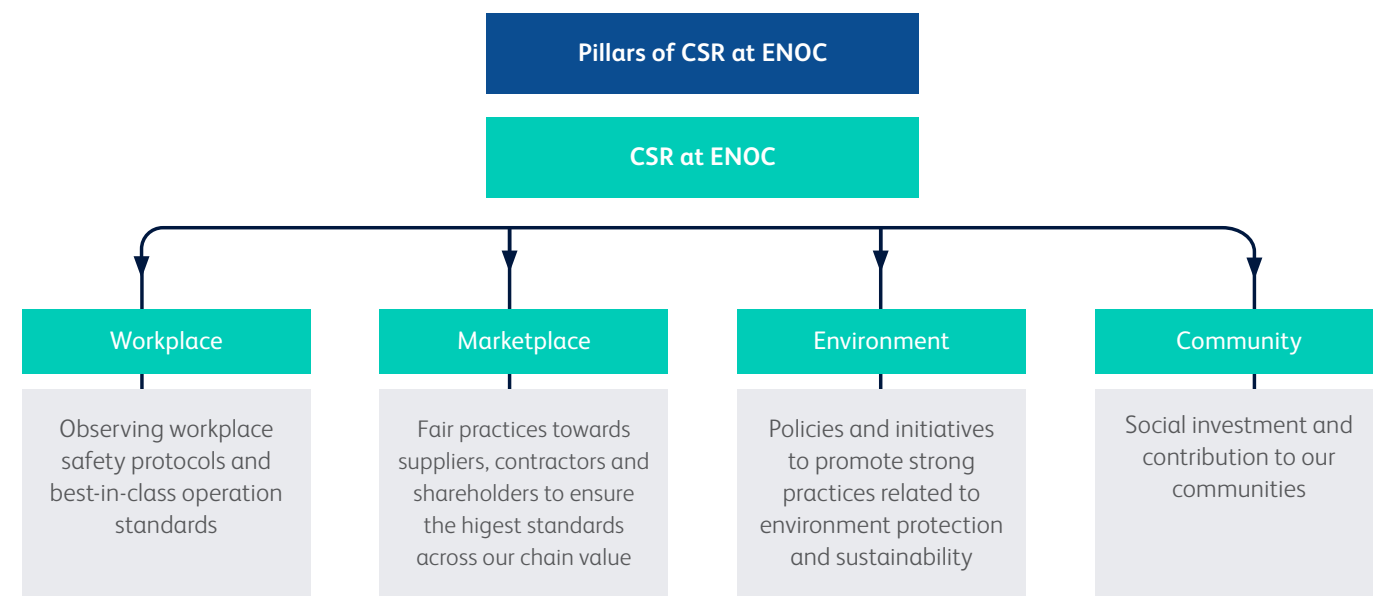
CSR at ENOC rests on the four major pillars of workplace, community, marketplace and environment. In the workplace, ENOC's CSR initiatives aim to encourage fair and equitable treatment of employees, as well as observing workplace safety protocols and embracing equal opportunity employment and labour standards.

In the marketplace, CSR initiatives promote ethical conduct and fair treatment policies towards suppliers and vendors, contractors and shareholders. In other words, the rejection of exploitative business practices in favour of fairer and more equitable business practices.

In the context of the environment, ENOC's CSR initiatives promote good environmental practices, greater awareness and policies, procedures

and initiatives that assure environment protection and sustainability, both within and outside the Group.

In the context of the community, CSR initiatives ensure social investment and contribution to empower communities with which it interacts. The social investment takes on a variety of forms, ranging from financial support to in-kind contributions to employee involvement.



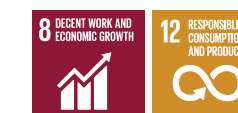
Pillar

SDG Contribution

Workplace



Marketplace



Environment



Community



For us, building an inclusive and cohesive future entails the seamless integration of women and single mothers, children, and youth, poor and marginalised, workers and small businesses and our land and water resources into our sustainable and forward-looking development vision. We believe that effective convergence

is essential to creating long-term value for our stakeholders in line with our CSR vision. We have been able to create a sustainable organisation and contribute to the UAE's socio-economic development by introducing best-in-class business and operational practices, building our internal capabilities and

collaborating with commercial, industry, government and NGO partners. At the same time, we encourage employee volunteering, extend our support to local businesses and continue to forge partnerships with industry leaders in order to catalyse the holistic development of the communities within which we operate.

ENOC's CSR in action - Workplace



Advancing holistic development

At ENOC, we believe a healthy and happy workforce translates into the long-term prosperity of our business. By creating an employee-oriented work culture, we strive to help members of our ENOC family develop holistically over time.

We are committed to continually nurturing and advancing a work environment that provides employees with opportunities to realise their individual potential. Our wish is to create a sense of community amongst like-minded yet diverse individuals who collectively work to take Brand ENOC to newer heights. To promote the holistic development of our people, we look to ensure the health and well-being of all employees, promote ethical behaviour and business conduct, undertake periodic learning and development and also provide various leadership opportunities to all our employees across the Group.

Ensuring best safety practices and conditions

In an industry and job environment that involves handling of heavy equipment, hazardous materials, high temperatures and high-pressure equipment at different points in the value chain, we make safety of our ENOC employees and customers our topmost priority.

As part of ENOC's comprehensive health & safety plan that manages HSE in a structured manner across the Group, we conduct mandatory health & safety training sessions for all our ENOC office and field staff, including permanent contractors.

On the basis of the norms and guidelines established by the International Association of Oil and Gas Producers (OGP), ENOC has developed a set of 'life-saving rules', which prescribe the standard operating procedure and protocols for ENOC employees to mitigate risk and ensure maximum safety.

ENOC has installed GPS monitoring and in-vehicle monitoring technology which help ENOC's 120 tankers to safely make about 300 trips a day. For example, the Sleep Catcher or a real-time alarm system in oil and gas tankers that helps alert the driver as well as the operations team when the driver is fatigued or becomes unresponsive.

The Group leadership also undertakes periodic site safety visits, and safety observation programmes across our locations. These measures have helped to better understand and provide for the needs of employees.

Our dedicated efforts have been well recognised with a 5-star accreditation for ENOC's Headquarters as well as the Emirates Gas locations by the British Safety Council.

Life - saving Rules



Promoting employee health and wellness

ENOC's long-term HSE strategy is to gradually shift towards the holistic health and well-being of its employees.

The Group is not only committed to promoting a healthy and happy lifestyle for its employees, but also for their families and the larger community through awareness generation and knowledge-sharing.

In 2019, the Occupational Health and Safety (OHSC) Department conducted five major health campaigns, consisting of 29 sessions delivered at ENOC

accommodations and corporate offices and attended by over 1,200 staff members.

ENOC's Wellness and Social Programme (EWSP) as well as the Employee Assistance Programme (EAP) promote a healthy and happy lifestyle amongst ENOC personnel through physical activity, intellectual stimulation and events that encourage social relationships between employees. EWSP was established more than 10 years ago and is overseen by the Group CEO. Promoting the well-being of employees and their families, the programme is seen as a strategic priority for the business.

Under the EAP, we have successfully carried out training sessions and awareness campaigns on topics ranging from lifestyle aspects such as nutrition, stress relief, yoga, heat stress and ergonomics to relevant health-related issues such as weight loss, cervical cancer, diabetes/hypertension and most recently on COVID-19. Through simple messaging and periodic communication, we strive to create awareness and change attitudes towards building healthy lifestyles.

Spotlight: ENOC Wellness & Social Programme

The ENOC Wellness & Social Programme is also associated with cultural celebrations and events such as Family Day, Creative Day for Children, Ramadan quizzes and sports activities such as ENOC Olympics and Golf Championship. All of these, together with the blend of cultural, educational and recreational activities, serve to build team spirit, camaraderie and an environment of friendship and trust.

In a collaborative and continuous cycle of discussion, brainstorming sessions and consultations are held twice a year with employees from different departments and seniority levels to identify initiatives that most resonate with them. The positive feedback received showcases that when time and resources are spent to identify the right interventions, a significant impact can be created.



Employees participating in sports activities as part of Wellness and Social programme

ENOC's CSR in action – Workplace



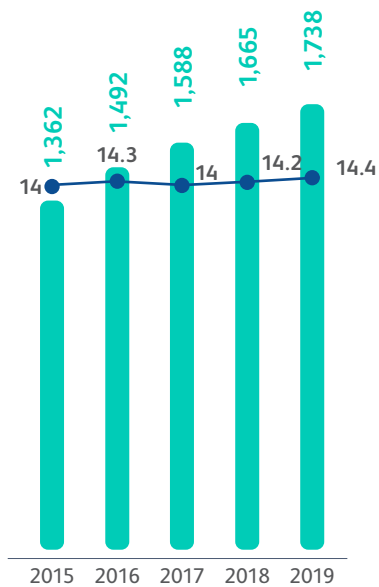
Supporting women at the workplace

At ENOC, we are committed to providing equal opportunities to all qualified women and men who are keen to pursue a career in the oil & gas industry.

In recent years, the UAE has observed the influx of female professionals into energy and related streams. ENOC has fully embraced this shift and today, it has considerable female participation at all levels of the organisation.

The overall representation of women at ENOC has seen a consistent increase year-on-year, with women accounting for 14.4% of the total workforce in 2019.

STEADILY RISING FEMALE PARTICIPATION IN ENOC WORKFORCE



- Number of women as a % of the total workforce
- Number of women in ENOC workforce

Through the ENOC Energy Scholarship, we encourage more and more women and young UAE nationals to pursue opportunities and succeed in the sector. Understanding the nuanced needs of our female employees, we have introduced an Emotional Intelligence (EI) training workshop to help them adjust to the work environment so that they could carry out their duties more effectively. The training was attended by 30 women employees in 2019.

As a key feature of EWSP, female employees are encouraged to participate in and celebrate cultural events and observances. International Women's Day and Emirati Women's Day have seen robust participation from women across the Group, who have come together to celebrate their achievements.

ENOC's Women's Committee continues to encourage women's participation in the oil & gas sector by acknowledging their remarkable efforts and providing adequate support to maintain a healthy work-life balance. In order to recognise



EI training workshop for women employees

the contributions of UAE national and expatriate women within and outside of ENOC, the Group has introduced the Women in Energy Awards.

Our female employees are also encouraged to participate and network at local and international energy forums to further their professional development. ENOC has arranged for opportunities for them to facilitate knowledge exchange in partnership with organisations such as the Roads and Transport Authority (RTA) and the Gulf Petrochemical Industries Company (GPIC). These visits enabled female employees to share their experiences at work and bond with other professionals, thus augmenting their role in the sector and preparing them for leadership positions.

ENOC's Women's Committee also arrange talent development and mentorship programmes for women to leverage their contributions and experiences across the ENOC Group. By creating a community of female mentors, ENOC seeks to empower women employees and build future leaders.



Celebration of Emirati Women's Day



Group activities for women



Special training held for ENOC women employees

Spotlight: Women in Energy Awards

The inaugural Women in Energy Awards was held in 2018. It recognised eight women across three categories in business, professional and social aspects. Across these categories, the Award seeks to reward those individuals who have shown excellent skill in implementation, technical knowledge, leadership qualities, innovation and CSR competencies.

As an important step towards supporting the UAE's efforts to be among the top 25 nation worldwide for women's empowerment, the Award is open to both UAE nationals and expatriates who are associated with any of the member organisations of the Dubai Supreme Council of Energy; Dubai Electricity & Water Authority (DEWA), Dubai Municipality (DM), Dubai Petroleum (DP), General Manager of Dubai Supply Authority (DUSUP), Emirates Global Aluminium (EGA), Emirates National Oil Company (ENOC) and the Roads and Transport Authority (RTA) and Regulatory & Supervisory Bureau for Water & Electricity.

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



ENOC's CSR in action – Worplace



Haatem Al Ramsi
Plant Engineer, DUGAS



Ahmad Salah bin Zaal
Maintenance Supervisor,
Horizon Terminals



Rehab Jasim
Incoming Graduate



Ahmed Mohsen
Associate Energy Officer

Emiratization and development of UAE nationals

As a proud representative of the Government of Dubai, ENOC has upheld its commitment to the Emiratization Strategy 2017-2021 under the UAE National Agenda.

To achieve our target of 50% Emiratization by 2021, we continue to support the development of young UAE nationals interested in pursuing opportunities in the energy sector.

In partnership with the Heriot-Watt University in Dubai, ENOC provides scholarships to young UAE nationals to pursue a Master's degree (MSc) in Energy Management. The scholarship covers the full tuition fees for the selected candidates. Upon their graduation, ENOC offers employment opportunities to the candidates who have passed with distinction. They are given the opportunity to work under the supervision of ENOC's experienced sustainability professionals and experts. The programme, which has completed its pilot cycle in 2019, has received applications from hundreds of candidates. ENOC has selected four young Emiratis from across the ENOC Group for the programme.

The Master's degree in Energy Management covers a wide range of topics, such as 'Technology Future and Business Strategy', 'Critical Analysis and Research Preparation', 'Demand Management and Energy Storage'. The programme also aims to develop a pipeline of young energy professionals who can lead ENOC's innovative research and E&RM initiatives to meet the growing demands of the sector.

Apart from this, our secondment programme, summer internship, and work placement programme, allow ambitious youth direct opportunities to gain valuable industry experience by working with ENOC for shorter durations.

Going forward, we seek to impact more and more young talent and equip them with the tools and knowledge to advance the UAE towards becoming a global leader in sustainable energy.

Furthering the UAE's cultural values and traditions

We celebrate several cultural events and observances, such as the UAE National Day, Flag Day, Emirati Children's Day and Arabic Language Day.

To align with national campaigns, ENOC structured its CSR initiatives along cultural themes such as the 'Year of Giving', 'Year of Zayed', 'Year of Tolerance' and '2020: Towards the Next 50'.

Under these themes, ENOC designed activities to showcase and promote the distinct cultural traditions of the UAE. 'Legacy of our Ancestors' harked back to Emirati traditions in cuisine, music and art. A key feature of our commitment to Islamic traditions has been the visits to the Sheikh Zayed Grand Mosque. In 2019, 37 of our employees visited the mosque. An Umrah trip was also organised for 65 of veteran ENOC employees.

These activities have provided great insight into the Emirati culture to our non-Emirati staff, and in doing so, have strengthened bonds among our culturally diverse workforce.

ENOC employees before the departure to Umrah



Employee engagement

A once-in-a-lifetime experience: ENOC Umrat Al Khair

ENOC organised the first-of-its-kind 'Umrat Trip' in 2019, as part of the 'ENOC Umrat Al Khair' initiative, to reward its long serving employees who have never been able to perform 'Umrat', by offering them an opportunity to visit the Holy Cities of Mecca and Medina.

In line with the Year of Tolerance, this initiative aimed to promote the spirit of inclusion and acceptance while devoting efforts to build a tolerant society.

A total of 60 employees in operational positions were selected based on performance and years of service at ENOC to take part in an eight-day pilgrimage. They were accompanied by three guides assigned by the Group to manage the trip and offer guidance to employees throughout their Umrat journey, which included visits to religious sites in Mecca and Medina.

"The highlight of my career so far would be the Umrah trip that we organised. Many of the selected individuals were either not financially or physically able to perform Umrah prior to this initiative. It is a matter of great pride to have helped make possible this experience for some of the longest-serving and loyal employees of ENOC."

Hamda Al Masoum
CSR Executive

Encouraging a spirit of volunteerism

As part of the gradual shift in our CSR culture, we have taken efforts to encourage our employees to take up responsibility and contribute towards the Group's emergence as a truly socially responsible entity.

By complementing our community investments with the active participation of our employees, we have strengthened our commitment to the development of sustainable and inclusive communities.

In 2018, we introduced the ENOC Volunteer Leave Policy to enable and encourage employees to dedicate their time towards CSR volunteering activities. This initiative has mobilised more than

1,500 employee volunteers to take part in different activities across varied thematic areas.

Through our volunteering initiatives, we plan to reach out to a wide cross-section of beneficiary groups, targeting children, low-income families, people of determination, senior citizens and marginalised communities. Our employees thus have a wide range of opportunities to make their own contributions to a cause that is closest to their heart.



ENOC's volunteers at Back to School initiative



ENOC's employee volunteerism initiatives

Message from the Director, Group HR

Cultivating a people-driven culture

Ms. Iman AlQasim, ENOC's Director of Group HR, brings to her role 17+ years of experience in organisational development, talent management and acquisition. She believes that ENOC's employees are the greatest supporters of its CSR and for promoting welfare among communities.



"At ENOC, our CSR initiatives focus on content, substance and outreach; it's not just about publicity. I think that is what makes it unique. ENOC's leadership sets an example for the rest of us. They get actively involved. They do not execute CSR as if it were a chore. They believe in it and enjoy it. This helps in creating a culture of giving."

Q1. Does ENOC have a CSR culture?

A Yes, we believe that CSR is not just about doing good. We believe in ensuring that there is a purpose behind the work we do, and that we work to enhance the welfare of both our employees and communities. We take a proactive approach – we don't wait for someone to say, "You need to do this". We take the lead, as a national champion, and in a way that makes sense.

At ENOC, our CSR initiatives focus on content, substance and outreach; it's not just about publicity. I think that is what makes it unique. ENOC's leadership sets an example for the rest of us. They get actively involved. They do not execute CSR as if it were a chore. They believe in it and enjoy it. This helps in creating a culture of giving.

Q2. Why does the Group have such a strong CSR focus?

A We take it from the values of our rulers, leaders, and the government. The government prioritises a balance between profitability and social development, which drives the national agenda. We follow a similar balance to drive success and diversity for the Group.

Q3. How does the Group HR contribute to the Group's CSR?

A From an HR perspective, people policies are an important aspect that promote CSR. For example, when our CSR team organised an Umrah initiative and trip for our staff, we gave them 10 days of annual leave in addition to their normal entitlement. Our employee volunteering policy is another example where our employees are given one day of paid voluntary leave to participate in community services.

The second and deeper aspect is from the perspective of the national agenda. We bring young people from the community into our workforce through our 'Graduate Development Programme' as well as our 'Technical Training Programme' that promotes work-readiness. We have also introduced the ENOC student sponsorship programme, where we provide students financial support to help them complete their higher education. Through these initiatives, I believe we are aligned with the national agenda in a way that supports the community.

Q4. What do you single out in employee behaviour that makes ENOC's CSR programmes a success?

A The minute you volunteer, you feel like you are making a difference and it gets you motivated. Psychologically, the act of giving to others can be very fulfilling. We make it easy for our employees to participate in CSR initiatives; allowing them several options to choose from. The fact that we get everybody involved is what makes ENOC's CSR programme so successful.

Q5. Does ENOC's CSR programme impact employee well-being or retention?

A I participated in an amazing volunteering initiative recently, where we painted and retrofitted several houses in the community. It benefitted the community and was also meaningful for ENOC's employees. CSR helps our employees make meaningful connections with people on the ground. When they come back fulfilled, it promotes positivity, not just within ENOC, but also within their homes.

I also see this sense of purpose among the younger generation in the UAE when we interview them. In our generation, we had the internet and we had basic use of social media platforms. This is nothing comparable to what is available to today's youth, who spend almost all their time on smartphones and tablets. Yet, the new generation, aged between 15 and 25, are connected and care about things that matter, which gives us more reason to live up to these values and work on creating meaningful change in our communities.

It is a difficult time for all companies, but as they say, it is during the tough times that you really understand an organisation's resilience. It is not just about the money. Investing your time is just as important, be it through volunteering, or by organising various campaigns and initiatives. These activities are meaningful, and this is the time when corporate organisations need to be most active.

Iman AlQasim
Group HR Director*

*until October 2020

ENOC's CSR in action – Workplace



Moulding conduct Nurturing excellence

By creating an inclusive and collaborative work culture and undertaking our business in line with the highest ethical standards, we further our social responsibility to all internal stakeholders and continue to build a culture of trust, reliability and accountability within our workforce.

To encourage continuous learning and professional development of our employees at all levels, we promote a range of educational and training opportunities — on self-audit, sustainability reporting, GRI standards, CSR, green procurement, environmental awareness, waste management, air emission control, wastewater management and the effectiveness of various international standards.

While our Graduate Development Programme has paved the way for workers to hone their expertise in specific corporate skills, ENOC's 'LinkedIn e-Learning' platform extends learning and development opportunities to our employees across different geographical locations, with an offer of 5,000+ courses for personal and professional development.

Honouring achievements

At ENOC, we uphold the efforts of our dedicated employees and celebrate their accomplishments.

We give recognition to employees who have championed the core values of the organisation and represented ENOC at external forums. We also reward BUs and corporate divisions that achieve acclaim at international competitions and represent ENOC at the international level.

The ENOC Energy Award, established in 2012, has been a hallmark event at which the efforts of individual employees and

BUs are recognised in alignment with the resource conservation targets of the UAE Vision 2021, UAE Energy Strategy 2050, Dubai Plan 2021, Dubai Clean Energy Strategy 2050, Dubai Integrated Energy Strategy and the Dubai Demand Side Management Strategy 2030.

ENOC recognises its 'Retail Heroes' for spreading safety awareness around the service station. In 2019, a week-long campaign was conducted across Dubai and the Northern Emirates to increase awareness on petrol station safety and mitigating risks associated with fires, leaks and related hazards.



Code of business conduct

ENOC has always had a strong value and ethics framework within which it operates. These values are reflected in the vision and mission of the Group itself. While internal audit and business ethics have been major pillars of our corporate governance structure since its inception, the focus on responsible and ethical business actions has been formalised in recent years.

A key milestone in this journey was the Code of Business Conduct (COBC), which was proactively developed in 2009. The COBC outlines what is expected of each ENOC employee and encourages transparency, consistency, and impartiality. The COBC acts as a reference point for many internal practices and systems, ranging from procurement to third-party policies, and applies to all BUs and corporate divisions within ENOC, including Dragon Oil.

ENOC also has a Business Ethics and Compliance (BE&C) Committee and other related sub-committees that organise trainings and awareness sessions across the Group on COBC. There have also been campaigns, such as Ethics Week and Ethics Month, which have seen the participation of over hundreds of employees. As part of these campaigns, ENOC has held workshops on sexual harassment and internal reporting, business conduct and ethics, compliance policies, investigation techniques workshops and fraud awareness.

Our recent knowledge partnership with the Pearl Initiative (PI) is expected to further promote ethical practices, transparency and accountability, in line with the UN SDGs. The Pearl Initiative is an independent not-for-profit organisation that seeks to endorse

the highest standards of corporate governance across the Gulf region. Under this partnership, ENOC has committed to implementing PI's technical know-how of best practices and qualitative standards at the Group-level to fully integrate corporate accountability within the business to benefit all business stakeholders.

Thus, by ensuring the health and safety of our people, creating an inclusive and collaborative work culture and undertaking our business in line with the highest ethical standards, we further our social responsibility to all internal stakeholders and continue to build a culture of trust, reliability and accountability within our workforce.



ENOC's CSR in action – Workplace



Driving ethical behaviour inside out



"Ethical practices are a cornerstone of reliability, reinforced through the Code of Business Conduct and fostered by an ethical culture, wherein integrity is practised across all operations."

Ms. Hend Al Rumaithi is Director of Internal Audit and Chief Ethics & Compliance Officer at ENOC. During her tenure, ENOC has undergone a shift in terms of the organisational culture. In her role, she leads efforts to establish the Group's governance, ethics and compliance framework and programmes. Here she provides an insight into the process of formalising and expanding the scope of business ethics across the ENOC Group.

ENOC has always had a strong value and ethics framework within which the business operates. These values are deeply reflected in the vision and mission of the organisation, with internal audit and business ethics serving as key pillars of our corporate governance framework.

The Internal Audit Department was established in 1999 and has been an integral component of our corporate governance framework. While the business culture of ENOC is based on the highest ethical standards and responsible business practices, we took a major step in 2009 towards formalising this culture by developing the Code of Business Conduct.

In 2010, when the Code was released, the Audit Committee and the Group CEO decided to establish a separate function for Ethics and Compliance under Internal Audit as well, giving our department its existing structure.

Understanding interdependencies

With the Code formally in place, the focus has shifted more towards understanding the overall business ecosystem and the interdependencies of different stakeholders within it. Subsequently, a comprehensive business landscape has

emerged within our operating ecosystem wherein risk management and creating long-term value for all stakeholders lie at the core of whatever we do.

The Code acts as a reference point for many internal practices and systems, ranging from procurement to third-party policies. By doing so, the core values of ENOC and our commitment to driving a sustainable, value-based business have been communicated across the Group.

Given the dynamic nature of the environment we operate in, within the oil & gas industry, our guidelines and standards are periodically updated based on externalities, such as market conditions and government regulations. This is a comprehensive process involving a revision of benchmark standards and realignment with the new expectations of different stakeholder groups.

Today, we are proud to say that ENOC is a leader in business ethics and compliance within the region.

The maturity of our practices can be credited to the commitment of our stakeholders, who have, collectively, driven the ideas of sustainability and holistic thinking across organisation in order to build a brand that people can trust.

Quest for continuous improvement

Understanding that our decisions and actions reflect not only on the ENOC Group but also on the nation, we practice complete transparency with all our stakeholders. In our quest for continuous improvement, ENOC has been a part of a number of CSR knowledge-sharing initiatives. We have also published our key CSR findings on the ENOC website and social media platforms.

We now have programmes on communication, compliance and ethics available to third-party stakeholders as well as ENOC's Ethics Hotline for our suppliers, vendors and employees. In this way, the business ethics framework of ENOC has expanded beyond our departmental operations and processes to ensure that the highest ethical standards are maintained every step of the way across the entire Group.

Hend Al Rumaithi

Director of Internal Audit and Chief Ethics & Compliance Officer

ENOC's CSR in action – Marketplace

Encouraging ethical business

As an energy company, we understand the importance of having community buy-in and being recognised by all our stakeholders as a professional and ethical business. We have significantly widened our scope of contribution towards the regional and global sustainable development agenda through our Ethics Hotline, Supplier Code and our shift towards greater transparency, knowledge sharing and localisation of the supply chain.

With greater competition and choices available in the marketplace across industries the world over, there is enhanced consumer awareness. A greater number of consumers today are choosing products that are less harmful to the environment and people. This shift has urged businesses to be more transparent and responsible across the value chain. Energy companies today must ensure greater resource efficiency while simultaneously minimising social and economic risks.

As ENOC pursues its vision of being a responsible group, we commit ourselves to upholding good business ethics and responsible supply chain management. Our CSR efforts also seek to increase partner, supplier and community buy-in. In the past few years, ENOC has adopted various processes and practices, enabling us to build bonds of trust and loyalty with our customers and partners.

Participatory CSR strategy

Our specialised CSR function ensures that all our internal and external stakeholders — from our employees, to contractors, customers, regulators, partners, investors and suppliers — are involved in designing our CSR strategy. Being responsive to our stakeholders while engaging in discussions concerning our operational, financial, governance, environmental, safety, social and policy issues, has helped our business become more sustainable. We have been able to build lasting relationships with our stakeholders across our operations and ensure a smooth and consistent expansion of our business across geographies.

Localising the supply chain

We have consciously tried to lend our support to local suppliers and vendors, including small- and medium-scale enterprises, across all BUs. Localising the supply chain has increased supply security, while contributing to the diversification of the national economy

through job creation, business support and localised spending, all contributing towards building a sustainable future and the economic prosperity of the UAE.

Recognising the importance of enabling the local market, we have undertaken initiatives that will provide targeted support to suppliers and contractors. These efforts are expected to help local businesses to continually evolve and adapt, using technology and innovation, to meet ENOC's requirements and standards.

Rationale for CSR integration in the oil & gas industry

- High media and public scrutiny
- Operational licences required
- Profitability and smoothness of operations



Encouraging integrity

We have developed a Supplier Code of Conduct that covers various environmental and social parameters as screening criteria for our business partners, including suppliers, sub-contractors etc. The Code also ensures our people and partners have a safe work environment and fair treatment, and helps maintain marketplace integrity without conflict of interest. It protects information in third-party relations and complies with anti-corruption and anti-trust regulations.

Ensuring transparency through Ethics Hotline

At ENOC, we ensure that our product and service standards remain consistent through regular quality reviews and checks. To enhance transparency and a two-way feedback, we have introduced the Customer Satisfaction Index (CSI) and Loyalty Index. Understanding the expectations of our customers and suppliers helps us improve our operations and adapt to their changing demands.

The introduction of the Ethics Hotline has been a major achievement. This

is a confidential and multilingual platform managed by an external and independent service provider. Through this hotline that can be accessed on phone and online, suppliers, vendors, employees can report any misconduct or violations of the Supplier or Employees' Code of Conduct. The complaints go to the ENOC Board Audit Committee.

These processes encourage a system of checks and balances, and ensure timely grievance redressal. They help us strengthen corporate governance and uphold the highest standards of ethics and fair play across all our business dealings.

Nurturing an ethical brand

At ENOC, we are committed to the responsible marketing of our products and services. We run numerous campaigns through our retail outlets and partnerships in order to promote environmental and social well-being. Our brand-building as well as our internal and external communications are guided by our strong values, which are also relevant for our suppliers, partners, customers and consumers. We carry out household and institutional trainings and public safety

campaigns to increase awareness around the safe use of our LPG cylinders and other products.

Promoting thought leadership in the energy sector

ENOC continues to follow best practices and promote knowledge sharing in international sustainable procurement and energy sector operations. We have hosted the first two editions of the Middle East HSE and Sustainability Forum in 2017 and 2018, in partnership with the Energy Institute. We have had 100+ international experts participate in these forums to discuss the role of the regional energy industry in fostering operational excellence, ethical governance and adopting world-class HSE standards to ensure the protection of employees, contractors, communities, and assets.

We have also hosted the first joint Retail Fuel Industry Safety Conference in 2018 to discuss the best safety practices and potential challenges within fuel retail operations.



Ethics Hotline access details

United Arab Emirates
800 ENOC ETHIS
(800 3662 38442)

Singapore
1800 ENOC CBC
(1800 3662 222)

ENOC Ethics Hotline
On details
www.enoc.ethicspoint.com



ENOC's CSR in action – Marketplace



On the evolution of social responsibility at ENOC



Mr. Nader Al Fardan is Senior Director of the Gas Business at ENOC and General Manager of Emirates Gas, a wholly owned subsidiary of the ENOC Group and market leader in gas products — LPG, Propane, Butane etc — in the UAE since 1974. EMGAS has been an integral part of ENOC's CSR journey, and has set an example for the Group's different businesses. As ENOC moves towards a 'One ENOC, One CSR' model, Mr. Al Fardan shares his insights on EMGAS's CSR history and his views on CSR at ENOC.

Q1. What makes ENOC different from other companies?

A I see ENOC as the heart of Dubai. Today, in Dubai, whenever you see a bus on the street, a service station, a power station or even a plane in the skies, it is likely that the fuel operating these has been supplied by ENOC. Our organisation has gone beyond conventional domains. In my view, ENOC really is, without a doubt, a national champion. We have been very lucky to have a stellar leadership, which is involved and alert. Our leaders are willing to listen and to help. They work in collaboration with the other team members in shaping CSR at ENOC.

Q2. Could you describe the CSR journey undertaken by EMGAS?

A At EMGAS, we not only have an established brand but also a 45-year history of success. Throughout our journey, CSR has played an important role in defining our culture as a business. At the end of the day, we owe our success to the community. It has therefore been incumbent upon us to practice social responsibility and focus on giving back to society.

In 2009, we started to form proper systems to support our CSR and began to measure and communicate our impact. At the

same time, we became eligible for awards such as the Sheikh Khalifa Excellence Award (SKEA) and the Dubai Quality Award (DQA). I am proud to say that we have been consistently recognised by the Dubai Chamber CSR Label, which we have received for eight consecutive years between 2011 and 2018. The different criteria used during the process of assessment has helped us improve ourselves, and presented us a lot of new opportunities. Today, EMGAS and the ENOC Group are widely recognised in the region for observing the highest standards of social responsibility and as front-runners in CSR.

Q3. How has EMGAS aligned its CSR to the government agenda and national development priorities?

A In the UAE, we are very fortunate to be led by such inspiring leaders. Our leaders have set high standards for quality and performance, and have led the way for organisations to follow.

ENOC and EMGAS fulfil their social responsibility and support the government's development agenda through their products and actions.

We are always trying to make the safest and the most environment-friendly products and in doing so, are

exceeding expectations from the oil & gas industry. We also constantly try to enhance our product portfolio and have innovated to substitute harmful Chlorofluorocarbons (CFCs) with a greener alternative.

We play a major role in setting up the rules and regulations within the law of the UAE. Personally, I have worked for four years with the Ministry of Energy & Infrastructure, Ministry of Economy, Ministry of Interior and 16 other government entities. Initially, we sat together on a regular basis and started to put together bylaws, which then became part of the legislation in 2017, by the decree of Sheikh Khalifa bin Zayed under Law No. 14 for the year. Under this legislation, a committee was assigned to each Emirate under the supervision of the Ministry of Energy. ENOC was appointed as the Vice-Chairman of the Dubai Regulatory Committee for Petroleum Products Trading and is responsible for implementing this law across the region. This way, ENOC has been ensuring the quality of industry products — from the time of registration or trade licence issue to actual implementation.

Nader Al Fardan
Senior Director, Gas Marketing and
General Manager Emirates Gas



ENOC's CSR in action – Environment



A collective environmental consciousness

As the national energy company of Dubai, it is imperative for us to think green and promote environmental well-being across our operations as well as within the larger society. We have aligned our actions with the UN SDGs as well as the environmental targets specified under the UAE's national agenda. We have joined forces with academic institutions, public sector and not-for-profit organisations to promote a cleaner and greener future within the UAE.


We have adopted a broader outlook on sustainability, which has translated into rigorous energy and resource management, reduced plastic usage and a significant cut back on our carbon footprint.

We extend this heightened awareness among young professionals and students and train our employees so that they become more mindful of their actions as environmentally-conscious citizens. In our commitment to being an innovative energy partner.

In our commitment of being an innovative energy partner, we are collaborating with both industry and academia as well as not-for-profit organisations to promote the cause for sustainability within the UAE.



ENOC Innovation is pleased to announce that as part of **Don't Waste. Innovate!** Campaign in collaboration with Group Sustainability, **we are now accepting suggestions and ideas that help in minimizing the waste generated from the use of below 3 categories -**

-  **Plastic Water Containers** (200ml | 330ml | 500ml | 1,500ml | others)
-  **Cartridges** (All types of cartridge, toners, printers, etc.)
-  **Paper** (All A4, A3, A2 size paper purchases | Binding sheets | Matt and Laminated paper | Paper napkins | Paper Cups | Posters, Flyers, Brochures, etc. | Notepads, post-its and other stationary items)

We will be accepting suggestions until **30th September.**

For suggestions received in this duration, we will be awarding **1.5 times the regular award!**

Kindly follow attached instructions,

CLICK HERE to suggest!



Targeted campaigns to drive change

Recognising that individual attitudes and actions towards the environment are essential to broadbase change, ENOC has made a concerted effort over the past three years to bring this about. Our **'Car Free Day'** campaign has helped employees reduce their individual carbon footprint.

Through numerous campaigns and activities at the Group-level, our employees have contributed towards environmental conservation and been messengers of green initiatives. The **'Don't waste, innovate!'** campaign helped reduce our office waste by 5% in 2017. Activities

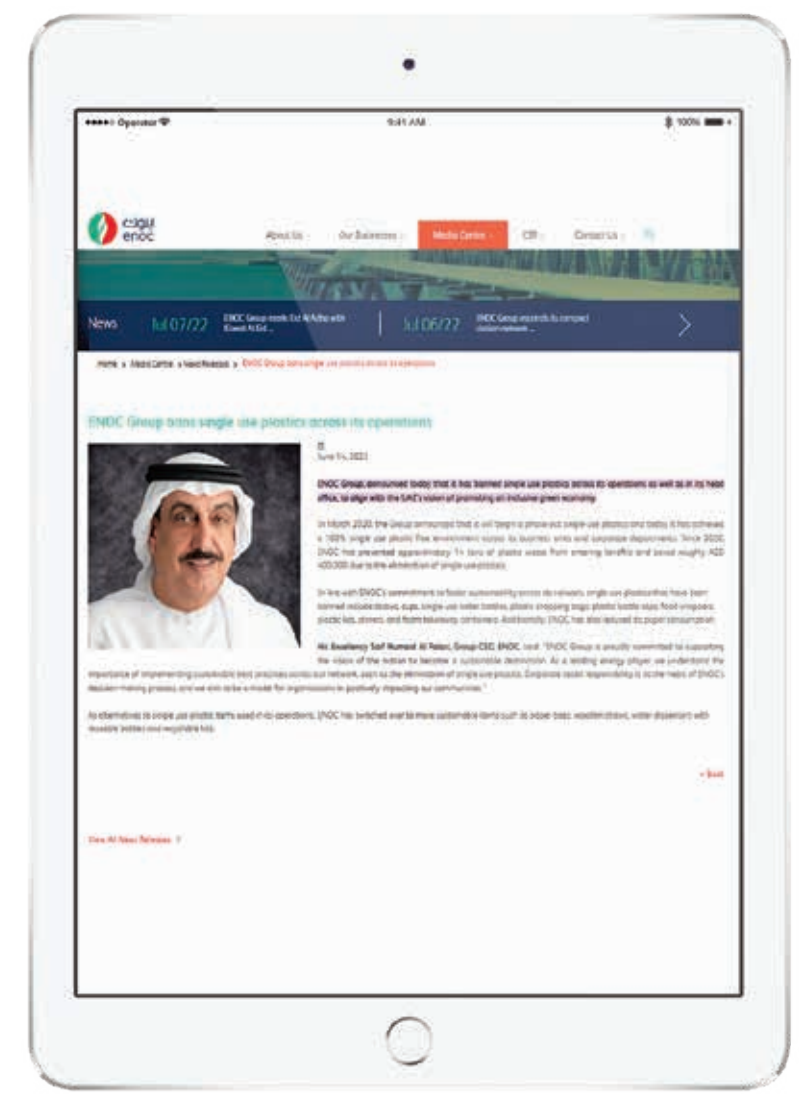
like sharing of waste management tips, pop quizzes, internal and external presentations, innovative product displays by vendors, a visit to Bee'ah waste management disposal facility at Sharjah, and so on were conducted to increase environmental stewardship amongst employees.

As a Group we took our environmental stewardship to the next level by **banning the use of single-use plastics across the Group** in 2009.

The theme of the World Environment Day 2019, **'Beat Air Pollution'**, engaged ENOC employees through quizzes and challenges to strengthen their knowledge and understanding of air pollution.

Our employees have also undertaken planting of trees on various occasions in order to strengthen local biodiversity, help carbon sequestration, and clean the air. A few ENOC employees participated in the **'Clean Up UAE'** campaign organised by the Emirates Environmental Group (EEG).

At ENOC, we make environmental education an interactive experience through annual campaigns such as **'Energy Day'** and **'My Energy, My Responsibility'**, as well as fun activities such as energy quizzes, and other activities that mould their behaviour and help them effect change in their homes and in the larger community.



ENOC's CSR in action – Environment



Green products and processes

We are constantly innovating and adopting cleaner energy systems across our workplace and our retail network. In December 2018, ENOC introduced its first compact fuel station in the Arabian Ranches community in Dubai. The station is fully relocatable, with an above the ground tank, a solar-panelled canopy, and other innovative technologies that enhance energy efficiency.

We produce and supply cleaner energy and fuel alternatives, such as Compressed Natural Gas (CNG) through EMGAS, a market leader in gas products in the region. Our unique blend, Biodiesel5, is another initiative to provide our customers clean fuel options.

The 'Plug into the Sun Initiative' was amongst the key actions initiated to switch to cleaner energy options at the workplace. We have replaced conventional lighting in Horizon Emirates Fujairah Distribution (HEFD) with PV energy solutions, and diesel generators with energy-efficient grid systems. We have also installed energy-efficient air conditioning systems in our offices and sub-meters for baseline data collection in terminals.

Green procurement

In recent years, we have heavily invested in green procurement practices, setting up a dedicated team with the support of the Dubai Supreme Council of Energy (DSCE) for Green Public Procurement (GPP). The position of 'Green Procurement Officer' was created within ENOC to advise our BUs and corporate divisions on green purchasing.

Our Green Procurement Committee advises on energy efficiency, water-use efficiency, and other environmental aspects within procurement practices. In order to promote Green Public Procurement for Energy and Water Efficiency (GPPEWE), ENOC has helped develop, with subject matter experts, a procurement guidebook for electric vehicles that include electric motor guidelines, and sets down minimum standards and requirements for the purchase of energy-efficient electric motors. This has been widely adopted by all the government entities in Dubai.

Supporting global initiatives

By being part of the global campaign — 'Earth Hour' — we hope to continue to raise awareness among our employees, stakeholders and the larger community on the amount of energy that can be saved by turning off the lights for just one hour.

We organised a month-long campaign for Earth Hour in 2019, including an awareness drive and employee engagement events like quizzes. We also participated in the DEWA-organised Earth Hour activity at Bay Square. Around 500 visitors had attended the event in 2018. In 2019, the number swelled to 600 visitors, who enjoyed a variety of Earth Hour-themed activities that focused on recycling and climate change reduction.

In 2018, we saved 323 MW of power in Dubai by switching off the lights in our head offices and operations for an hour on Earth Day. In 2019, through a similar campaign, we saved 267 MW power, which helped offset 114 tonnes of CO₂ emissions.



Earth Hour activities at ENOC



Collaborative activities



Emirates Environmental Group (EEG)

ENOC's collaboration with EEG goes back over a decade during which a range of initiatives and events were organised together to promote environmental education amongst young children in the UAE. Recently, ENOC fortified this partnership through an MoU, making EEG its strategic educational partner for various educational programmes, including interschool and intercollege public speaking competitions, and organising 'Unlocking the Seasons' and 'Elements Define Us' workshops for students. Through this collaboration we reached 993 students in 2018 and 1,000 students in 2019 from more than 150 schools and 41 universities across the UAE, Gulf Governing Council

(GCC) and Middle East and North Africa (MENA). The students found a unique platform to showcase their research skills and innovative solutions to combat environmental challenges.

In another initiative with EEG — 'What's on my tray' — we helped 40 employees understand and measure the carbon footprint of the food they consume. This served to provide insights on food choices to promote a healthier lifestyle and minimise individual CO₂ emissions.

Carbon Ambassador Project (CAP)



Together with Dubai Electricity & Water Authority (DEWA), we ran a Carbon Ambassador Project (CAP), which gave

Emirati youth an opportunity to design innovative solutions for real-life problems. A group of students designed a unique plan for our employees who could opt for a dynamic, smart car-pooling and parking system instead of using their personal vehicles.

Sustainability Spring School

We collaborated with the British University in Dubai (BUiD) to sponsor their Sustainability Spring School (SSS), which engaged 65 students from national and international universities in week-long workshops to innovate on enhancing energy efficiency and combatting climate change. Apart from site visits to the DEWA Sustainable Building in Al Qouz, Sustainable City, Zayed Desert Learning Centre and UAE University, the participants were also asked to design ENOC's future service station. The competitors had to consider aspects that would enhance customer experience, reduce energy consumption and environmental footprint and enhance operational efficiency.



Future Retail Petrol Station Design Competition

ENOC's CSR in action – Environment



Ghaf tree planting campaign at Al Noor Centre

Al Noor Training Centre for Children with Special Needs



We have a long-standing partnership with the Al Noor Training Centre for Children with Special Needs. More than 50 of our employee volunteers came forward to accompany children of determination from the centre to plant trees in their surroundings.

This activity not only contributed to environmental well-being and food security of the centre, but also acquainted our employees with people of determination. Ghaf trees are a symbol of tolerance. Along with these, more than 375 types of vegetables, including lettuce, parsley, eggplant, tomato and so on were planted.

Dubai Aquarium Underwater Zoo



We sponsored the UAE Night Creatures and Rock Pool exhibits at the Dubai Aquarium and Underwater Zoo. The exhibits helped educate around 2.25 million visitors through live



interactions. The exhibits included indigenous marine species as well.

Solar Decathlon Middle East

We also sponsored the Solar Decathlon in the Middle East, an academic competition that challenged 15 teams from around the world to design and build solar-powered houses as models for energy efficient buildings of the future. Prizes worth AED 10 million (USD 2.72 million) were offered at the competition.

Preserving the flora and fauna of the UAE

Plastics can take hundreds of years to break down, causing long-lasting environmental damage and affecting organisms across the food chain. We introduced a few initiatives to reduce our usage of plastic. In 2018, we ran a successful 'Simply Bottles' campaign, in partnership with DGrade, to divert



Simply Bottles Emailer



recyclables from landfills, thereby reducing our carbon footprint. Our BUs and corporate divisions competed to collect the highest number of plastic water bottles for recycling. They collected over 12,000 bottles, equivalent to nearly 200 kg of plastic in one month. These bottles were converted to close to 3,000 wearable polyester blended T-shirts.

We observe an annual 'plastic-free day' across our ZOOM outlets in Dubai and the Northern Emirates to promote the use of environment-friendly alternatives such as cloth and recyclable bags. In the Holy month of Ramadan, this campaign urged people to reduce plastic consumption at home and at work.

ENOC's commitment to promote marine safety has come to be well-recognised over the past few years. In 2018, we hosted the 11th edition of the ENOC Marine Conference, which saw over 130 industry professionals from around the world gather to discuss how they were adhering to the highest marine safety standards as part of the Oil Companies International Marine Forum (OCIMF). We also sponsored and supported the Marine Fuels Workshop led by International Petroleum Industry Environmental Conservation Association (IPIECA).

Energy efficiency reporting

As a socially responsible organisation, ENOC has adopted energy efficiency reporting. Our Energy Resource Management (E&RM) policy focuses on energy efficiency and savings. We have also introduced the Superior Energy Performance (SEP) scheme to provide guidance, tools and protocols to drive sustained savings in alignment with the ISO 50001: 2011 energy management system. The 3rd edition of our Energy & Efficiency Report can be accessed here.

Our internal environmental audits are an important mechanism and testament to the continued improvement of business processes and monitoring of our environmental performance.



Service Station of the Future

With the ability to generate 143 MWh of solar power and 12.7 MWh of wind energy every year, the Service Station of the Future consists of 65,500 square meters of carbon fibre, including 43,000 square meters for the canopy and 22,500 square metres for the nine Ghaf tree set-ups.

The station's systems have been deployed to enhance energy conservation. The use of carbon filtration technologies to convert wastewater for irrigation reduces outdoor water consumption. The station is also equipped with systems using ozonation techniques that convert water molecules from the humid air into drinkable water for the staff on site.

The new iconic service station also includes several applications of advanced machine learning, artificial intelligence and data analytics — technologies that play a role in customising services and retail offerings for customers, managing queue and waiting times at the forecourt and improving the overall customer journey. Its other prominent features include electric vehicle chargers, and multi-media interactive advanced dispensers.

Group CEO at the UAE Night Creatures and Rock Pool exhibit sponsored by ENOC at Dubai Aquarium and Underwater Zoo



ENOC's CSR in action – Community

Advancing cohesion and inclusivity

Our integrated energy value chain allows us to reach our customers, partners and other stakeholders at various touchpoints and has positioned us within the lives of millions of people.

Our engagement with local communities takes a holistic approach as we seek to create a cohesive society. ENOC's community initiatives align with the priorities under the national agenda, such as road safety, quality education and the inclusion of marginalised communities. Through sponsorships, partnerships, awareness campaigns and philanthropic giving, we cater to the needs of children, youth, elderly, people of determination, front-line healthcare workers, single mothers and other groups within our society.

We have run campaigns for the International Day for Children, Emirati Women's Day, International Youth Day, Commemoration Day, International Volunteer's Day and Arabic Language Day. We have also organised an annual 'Happiness Day' campaign for our Zoom and Tasjeel customers and staff. Every day, ENOC shows its commitment towards making the community healthier, happier and more resilient.



Emirati Women's Day event



Bringing joy: at the Happiness Centre for Senior Emiratis



Partnerships

We have formed long-term alliances to extend financial and material support to the vulnerable and marginalised segments of society. We have made consistent efforts in the past few years to include people of determination into our society, by partnering with specialised centres and extending our support to individuals.



Al Jalila Cultural Centre for Children (AJCCC)

In 2017, we partnered with the Al Jalila Cultural Centre for Children (AJCCC), offering annual membership to 35 orphans from 'The Family Village' and providing them with opportunities to hone their talent in art, music and crafts. From 2018, this training was extended to the children of National Charity Schools and children of determination.

We have also delivered trainings on energy and sustainability to 40 students in an effort to create awareness among the children and turn them into global citizens. The focus areas were climate change, renewable energy, understanding the energy challenges as well as current and future environmental concerns.



Dubai Autism Centre Partnership

To support the Dubai Plan 2021's vision for an 'inclusive and cohesive' society, and its focus on supporting people of determination, we partnered with the Dubai Autism Centre to lend a hand in their infrastructural expansion.

As many as 10 volunteers from ENOC accompanied 18 children from the DAC on a visit to the Dubai Aquarium, to help them learn about various marine species and offer them adequate opportunity for interpersonal interaction.

To formalise the partnership with DAC, a special signing ceremony was held in October 2019 in the presence of our Group CEO and the Director General of DAC, Mr. Mohammed Al Emadi.

The 'Plant-a-Tree' initiative with AJCCC children was also to raise awareness around climate change and to commemorate Earth Hour, an occasion which saw the planting of 100+ trees by the children.

Our partnership with AJCCC has enabled us to encourage a sense of inclusion and belonging among these children and offer them a safe and conducive environment to grow as citizens of the nation. They have also had access to proper healthcare and nutrition.

As part of the partnership, we have trained artists and teachers on how to track and measure the impact created on students' learning and development.



Aljalila trainnig



MoU signing ceremony with DAC



Interaction with children at the Al Jalila Centre



Tree planting activity at Al Jalila Centre



New facilities sponsored by ENOC at DAC

ENOC's CSR in action – Community



Al Noor Training Centre for Children with Special Needs

In 2019, ENOC pledged to 'Adopt A Class' and sponsor 12 children of determination in helping them access various trainings and educational courses. We provided trainings in assistive technology and fully equipped a class with virtual reality technology to enhance the quality of education and the sensory facilities. By making the Centre entirely Wi-Fi enabled, we were able to transform it into a smart classroom for the children and help unlock a world of opportunities for them.



'Adopt A Class' initiative with Al Noor Centre



Kesa'a initiative

Together with the People of Determination Care and Rehabilitation Centre in Dubai and Social Hub, we supported 'Kesa'a'—an initiative to iron and pack donated clothes to be distributed to people in need. Around 500 volunteers prepared 7,000+ garments, which were distributed to 3,000+ beneficiaries. We also encouraged other people of determination to volunteer.



Kesa'a volunteers



Promoting safe driving and road safety

ENOC has consistently made an effort to raise awareness on road safety and promote safe driving practices. Since 2017, we have partnered with Dubai Police for 'On the Go'; an initiative that allows motorists to report accidents in real time at multiple ENOC service stations through the Dubai Police app. We also distributed Dubai Police newsletters to customers through our service stations and led a digital media campaign to increase awareness around the importance of road safety.

'My Vehicle, My Responsibility', is an initiative in collaboration with Sharjah Police that aims to raise awareness on timely vehicle registrations and vehicle maintenance to enhance road safety. We extended vehicle testing services for Carbon Monoxide (CO), Carbon dioxide (CO₂) and Volatile Organic Compounds (VOCs) for our Tasjeel customers.

We also held a training session with the Dubai Economic Department, DEWA and Dubai Civil Defence personnel on safety at service stations measures.



Campaigns and sponsorships

At ENOC, we run campaigns of varying durations, focusing on different social issues and beneficiary groups. We have been able to reach out to hundreds of people through small and big philanthropic initiatives, strengthening ENOC's brand reputation as a responsible company.

Blood donation drive

ENOC has extended its support for public health and safety through various initiatives. We have organised regular blood donation drives to raise awareness on blood donation in saving lives. ENOC has pledged to host an annual blood donation campaign in support of the Dubai Blood Bank. Additionally, we have collaborated with the Dubai Health Authority's Blood Donation Centre (DBDC), to organise a blood donation drive at our Head Office and Jebel Ali refinery, which saw the participation of more than 90 people from ENOC.



Identifying and nurturing the leaders of tomorrow

Throughout the years, we have focused our efforts on promoting access to education, supporting underprivileged students, providing scholarships and improving the learning experience for students.

We welcomed engineering students of Heriot-Watt University's Dubai Campus to our AutoPro Academy and hosted a delegation of students from Abu Dhabi Education Council, educating them about our operations, products and services.

In 2018, ENOC partnered with the Big Heart Foundation and sponsored the third edition of the international conference



Health clinics

Our concern for the health and well-being of our stakeholders have prompted us to organise free health check-ups for our distributors in collaboration with Zulekha Hospital. This way, we are able to address common health issues like diabetes and hypertension and help individuals reporting other symptoms.

Safe use of LPG cylinders

To promote the safe use of LPG cylinders, we attach a lot of importance to LPG Composite Cylinder Safety Trainings, which were delivered to many of our employees, distributors and customers. The trainings include the safe handling and storage of LPG cylinders, and adhering to the highest standards of safety required when using LPG at residential or commercial sites. Similar trainings have also been carried out for the Al Khail Gate Community members and Civil Defence staff.



ENOC employees donating blood



IIFMENA conference

ENOC's CSR in action – Community



Ramem Volunteering Initiative

We had more than 650 volunteers participating in our 'Ramem Volunteering Initiative' to support the renovation/ retrofitting of 30 houses and to install 30 solar LED lights in partnership with Social Hub. The volunteers painted the houses and installed solar powered lights, which helped to improve the living environment of less-fortunate families living in Al Aweer.



Volunteers painting houses during the 'Ramem' initiative



Malabes campaign

To garner support and encourage philanthropy, our 'Malabes' campaign was launched to collect donations of old, used or new clothes in collaboration with Beit Al Khair. With support from 14 of our employees and community volunteers, these clothes were sorted and labelled to be recycled and sold. The money earned from the sale was used to support underprivileged families.



Empowering single mothers

To commemorate the strength and resilience of Emirati single mothers on Emirati Women's Day, ENOC provided Union Co-op cash cards worth AED 2,500 each to 100 Emirati single mothers. This initiative was in collaboration with the Community Development Authority in Dubai and contributed towards the financial stability of these women and their families.



Joining hands to build a cohesive society

Over the years, we have ensured that through our CSR we reach out to people most in need of our financial and material support. From single mothers, to poor and under-resourced families, ENOC has extended a helping hand to everyone in need.



Knowledge sharing at the CSR Majlis



Caring for the elderly

On 'International Day of Older Persons', 25 volunteers, along with students from Beit Al Khair and Hind Bint Maktoum School, visited the Happiness Centre for Senior Emiratis in Al Mamzar. They played games and engaged in various activities, bringing joy to 45 elderly persons.

We provided the elderly with support equipment, making it easier for them

to access rest rooms. We also planted trees and and vegetables to help the Centre become self-reliant in its nutrition needs. We additionally distributed 50 complimentary cylinder refill vouchers for employees of Al Mamzar Happiness Centre for Elderly People.



Activities conducted at the Happiness Centre for Senior Emiratis



Back to School

Partnering with Dubai Cares, we commemorated the 'Back to School-Assembling Day' and sponsored the sixth edition of 'Volunteer Emirates'. Around 300 community volunteers, including children, youth and people of determination, and employees from ENOC and Dubai Police, assembled at the Dubai Police Club to pack backpacks and school supplies for 10,800+ students and orphans. This initiative, in 2017 and 2019, has collectively benefited 20,000+ students of National Charity schools in Dubai, Sharjah and Ajman.



'Back to School-Assembling Day' with ENOC volunteers

ENOC's CSR in action – Community



Philanthropic giving

Embracing the spirit of Ramadan

In keeping with the spirit of giving during the Holy month of Ramadan, ENOC employees volunteered to collect, pack and distribute food and care packages to the poor and underprivileged. We distributed 6,000 meal boxes across 18 locations including labour sites, mosques, special needs centres and ENOC service stations. In another instance, through 64 of our employee volunteers, we distributed 600,000 essential care packages, which included dates, water, prayer beads, and tea bags in collaboration with Al Ihsan Charity.

In 2018, ENOC sponsored an iftar tent in Fujairah and distributed around 3,000 iftar meals, 75,000 boxes of water and dates to motorists at Dubai's service stations 30 minutes prior to iftar.

Through our 'Minutes of Giving' campaign, we helped pack food essentials and prepared more than 500 care packages to be distributed to the underprivileged.

We also collaborated with Beit Al Khair Society and promoted donations of AED 15 for 'Iftar Saa'em' or AED 20 for 'Zakat Al Fitr' across our ENOC service stations, raising AED 90,000 in donations during the month of Ramadan. Additionally, we provided free refills for a 22kg LPG cylinder to 1,000 underprivileged families in the UAE in collaboration with Beit Al Khair Society.

Unifying the spirit of giving across the Group

Mr. Yousuf Harib, Director of Retail Operations at ENOC, and Mr. Amr Hamza, Head of Marketing & Communications, discuss the shift in ENOC's CSR culture and ENOC's journey towards 'One ENOC, One CSR'.



Mr. Yousuf Harib
Director of Retail Operations



Mr. Amr Hamza
Head of Marketing & Communications

Q1. How has CSR at ENOC evolved over time?

Mr. Harib:

Earlier we used to undertake CSR initiatives, but it was not all under one umbrella. We also did not have a dedicated CSR team. Over the last two to three years, we have been streamlining and organising all these activities under the ambit of Group Sustainability Office (GSO).

Mr. Hamza:

Being a leading energy player, our contribution to giving back to society is very important. Be it in supporting senior citizens or families in need, CSR has always been at the core of ENOC. In recent years, we have been structuring our CSR further in a more strategic way by aligning initiatives with business models and goals. We are now looking to identify and pursue our work with those organisations which generate the most impact for society.

Q2. What are your expectations from the 'One ENOC, One CSR' strategy?

Mr. Harib:

The expectation is the same across the Group, now that we are all aligned with the understanding of 'One ENOC'. Currently, I believe all of us are working towards the same goal: to run the Group based on the 'One ENOC' strategy, not only CSR but also all other operations.

Mr. Hamza:

I am a strong believer in the 'One ENOC, One CSR'. If we unify giving and doing across the Group, these activities will have a bigger and more meaningful impact.

Q3. How can ENOC move towards its vision of building an 'inclusive and cohesive society'?

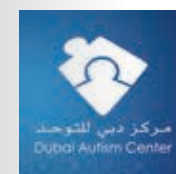
Mr. Harib:

At ENOC, our CSR focus starts with motorists and commuters. Our collaboration with the Dubai Police and the Roads and Transport Authority is helpful in delivering messages on safe-driving practices to motorists.

However, we also work with the Dubai Autism Centre and, through our customer network, at our retail stores and outlets. By continuing to strengthen our existing partnerships and building long-term alliances, we will be able reach more people in the community and progress towards this vision.

Mr. Hamza:

To create an inclusive and cohesive society is to genuinely collaborate and care for the society. It is important that we contribute to resolving social problems, while at the same time, ensure the Company's sustainable and profitable growth. At ENOC, we believe it is our responsibility to work for the well-being of our economy and our society. We are also individually responsible for supporting and sustaining our CSR efforts and impacts for years to come.



Honouring the legacy of our leaders

In 2018, to commemorate the 'Year of Zayed', we held numerous branding and awareness campaigns across ZOOM and Tasjeel stores to encourage donations for different causes in collaboration with the Bait Al Khair Society and Dubai Foundation Women & Children. We introduced the 'One Hundred Years, One Legacy' campaign in partnership with the Emirates Environmental Group (EEG). We converted more than 1,000 pictures of Late Sheikh Zayed drawn by children of determination and other students all over the UAE into a billboard, which was displayed at Sheikh

Zayed Street for one month. Following this, these pictures were transformed into 200 unique bags and made available for purchase. A large portion of the proceeds from this initiative were used to fund three educational programmes to support the Al Noor Training Centre for Special Needs Children, Dubai Autism Centre and the Senses Centre. Of the remaining funds, 20% went into funding waste management programmes at EEG and 7% towards partially covering the costs of operations and logistics for the entire initiative.



Year of Zayed campaign flyers

Message from Dragon Oil CEO

Winning hearts in Turkmenistan



AED 25.7 million

Minimum annual commitment of Dragon Oil for CSR activities in Turkmenistan

Dragon Oil is justly proud of its inspiring CSR programme. Mr. Ali Rashid Al Jarwan, Dragon Oil's CEO, is an industry veteran, who has spent over four decades working in the UAE's oil & gas sector. He shares his views on CSR and Dragon Oil's commitment to the social and economic development of the countries in which they operate. He also reveals the motivation behind Dragon Oil's CSR commitment, good practices, the progress made so far, and future plans.

At Dragon Oil, we believe that our model of operations should contribute to the society and the environment, while promoting business growth and economic development.

We are contributors to the national economies of the countries in which we operate. We use our experience to protect the environment as much as we can. We generate employment for locals, contribute to their skill development and the well-being of their families. We build and modernise infrastructure for our communities. In short, we try to ensure that no one is left behind.

We work closely with the government and the community to understand their needs, offer our support in any way we can, be it data, knowledge, infrastructure or resources. We believe that we are a part of the government and the community, and they are a part of our operations. So, if they need us, we are always willing to help.

Thinking through

In the Cheleken Peninsula in Turkmenistan, where our main producing fields are situated, we have deeply immersed ourselves in the society through our CSR and community initiatives in education, healthcare, water, sanitation, sports, skill development and environmental awareness. Over the years, this holistic approach has earned us the respect, support and patronage of the government and the local communities. Through our constant interactions with the government and our communities, we have had an excellent CSR track record in Turkmenistan, and have gained many learnings.

Dragon Oil commits AED 25.70 million (USD 7 million) per year as a 'minimum obligation' to support the national development priorities of the government of Turkmenistan. These funds are spent on community development initiatives that are carefully evaluated and selected based on the need and the estimated social impact.

We emphasise the skill development of individuals. We also support the education of children by providing school infrastructure such as computers, furniture and essential facilities. We have improved healthcare facilities by upgrading small clinics, building a hospital and providing medicines. We have even extended support to sporting events through sponsorships and distributed sporting merchandise. Amongst our larger CSR initiatives, we have provided infrastructural support to important government buildings and the stadium at Balkanabad. We have also built a water purification facility for the people of Hazar.

In addition to these, 95% of Dragon Oil employees are Turkmenistani nationals, making us a major contributor to the local job market and country's economic growth.

Putting people first

I believe in having a strong team ethic and open lines of communication across the organisation. This is reflected in our 'people-first' culture at Dragon Oil.

At Dragon Oil, we do not have a culture hierarchy, nor do we give instructions. I encourage dialogue, consultation and collaboration in every aspect of our business.

We place tremendous value on our employees and their families and help them overcome any challenge they face. We want all our employees to feel a sense of belonging and deep comfort in the organisation.

I strongly believe that the culture of mutual respect within Dragon Oil, and between Dragon Oil and our stakeholders, has helped us grow from strength to strength, in terms of output, economic gain and social contribution.



Awards for Dragon Oil

- SPE Distinguished Membership in 1999
- SPE Regional Award
- Two innovation awards from BP – Middle East
- As CEO of Dragon Oil, Mr. Al Jarwan ranked amongst the 50 most influential figures in the upstream oil and gas sector in the Middle East in 2019 and 2020
- Received several other honours from the government and the oil and gas industry

What the future holds

In the next few years, along with shared value creation and stakeholder engagement, technology and innovation will play a major role in driving Dragon Oil's business expansion and increasing our operational efficiency.

Our focus has consistently been on developing talent, building new skills and embracing trends like artificial intelligence to make us more agile and forward thinking. We make sure we are not stagnant and are keeping abreast of new developments in the sector.

Though Dragon Oil is a national company, we have an international character. We are also looking to furthering our community development efforts beyond the UAE and Turkmenistan to include Egypt and Iraq. CSR, along with knowledge, innovation, technology and other changes in the energy sector, will serve as a driver of change and be the key enabler of sustainable development in the Middle Eastern region.

We have earned a good reputation for our product, service quality, and also our CSR. This has made Dragon Oil a popular, reliable and a top-performing company all around.

Ali Rashid Al Jarwan
CEO - Dragon Oil

Dragon Oil's CSR initiatives

Forging a deep community connect

Dragon Oil's CSR outlook has been to undertake initiatives that are people-centric and environment-focused to strengthen stakeholder relations, and are reflective of its high ethical and compliance standards.

Dragon Oil, ENOC's exploration and production arm currently operates across three countries — Turkmenistan, Egypt and Iraq. The company is expanding in Iraq Block 9, and Egypt, due to the acquisition of Gulf of Suez Petroleum Company (GUPCO). Dragon Oil's current production has doubled from 75,000 BOPD to more than 150,000 BOPD.

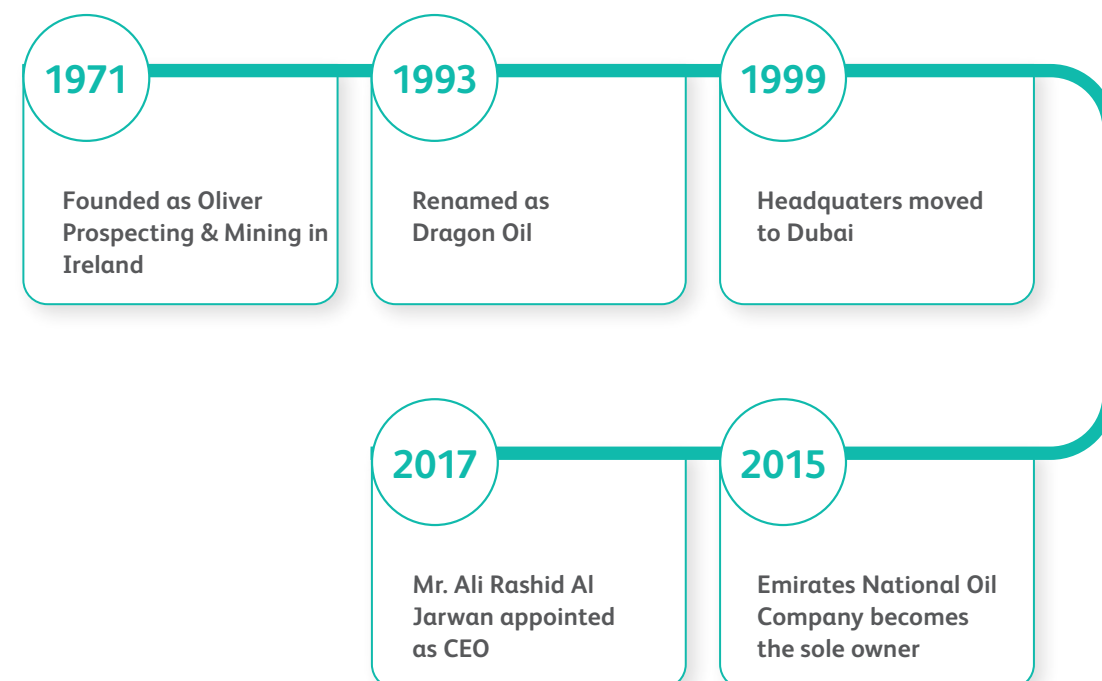
The Cheleken Contract Area, in the Caspian Sea offshore Hazar in

Turkmenistan, is Dragon Oil's principal producing asset and the company has had a 100% operatorship since 2000. The central Asian country of Turkmenistan has large oil and gas reserves. For decades it has been one of the most remote and isolated places in the world and despite its gas wealth, much of Turkmenistan's population is still impoverished.



Dragon Oil Scholarship programme students

Dragon Oil's growth journey



Areas of action

Dragon Oil's CSR initiatives include community and infrastructure development in Turkmenistan. It has made invaluable social contributions in response to the needs of the local communities, providing necessary support across three primary aspects — education, healthcare and environment. These areas align with the material issues of the larger ENOC Group as well.

Dragon Oil's CSR contributions have resulted in a deep connection between the company and the local community. With the majority of Dragon Oil's employees living in and around Hazar, the CSR initiatives have directly enhanced the lives of the families and extended families of employees. Dragon Oil's consistent efforts to minimise and address the social and environmental risks of its business, have been repeatedly lauded by the local communities, the government and other Turkmenistan national authorities. Having deeply immersed itself in community welfare, Dragon Oil has ensured that its business operations and expansion projects run smoothly and with minimal opposition.

Investing in the future

Dragon Oil has been instrumental in contributing towards creating sustainable communities in Turkmenistan, investing approximately AED 183.62 million (USD 50 million) between 2001-2019, through strategic community investments and charitable support to vulnerable community members.

In 2019, Dragon Oil's total CSR spend was AED 4.60 million (USD 1.25 million), spent across education, health, sports and environment. In 2018, the company's CSR budget was AED 47.74 million (USD 13 million), with AED 25.70 million (USD 7 million) being allocated towards infrastructural development, AED 7.34 million (USD 2 million) towards providing trainings to its national citizens, AED 3.67 million (USD 1 million) was spent to support Turkmen Oil's CSR initiatives and AED 11.01 million (USD 3 million) towards other social projects initiated by Dragon Oil.

Four pillars of Dragon Oil's CSR

Like ENOC, Dragon Oil's CSR initiatives rest on four pillars: workplace, marketplace, environment and community. Most of Dragon Oil's CSR initiatives have been implemented to benefit the citizens living in and around Hazar. The construction of the desalination plant, building of a polyclinic, refurbishment of kindergarten schools, support for sporting events and sponsorships of sports teams and young scholars, are among the few initiatives that have provided basic amenities and improved the lives of the local communities.

The company has consciously undertaken programmes and activities that support Turkmenistan's national development priorities as laid out in the 'Golden Century of the Turkmen Nation' — the government's economic strategy for 2000-2100, which includes a number of socio-economic programmes aimed at raising living standards. Dragon Oil's CSR initiatives are also aligned with and contribute towards the SDGs. In particular, Dragon Oil's efforts over the years have been focused on SDG 3, 4, 5, 6, 7, 8, 10, 12 and 15.

"At Dragon Oil, we emphasise on the people and society closest to us. We make sure they are a part of our operations, and that we become a part of the community, like in Hazar."

Mr. Al Jarwan
(CEO, Dragon Oil)



Workplace



Effecting change, together

Dragon Oil is recognised as the ‘employer of choice’ in Turkmenistan. The importance it attaches to ensuring employee health & safety, professional development and building up an enabling workspace shows why this is so. Given that it draws its manpower heavily from its areas of operations, its much-valued CSR initiatives have boosted its image as a socially responsible organisation.

Prioritising safety

As a key player in exploration and production, Dragon Oil attaches tremendous importance to the safety of its employees, assets and the environment. The company established a Centre of Excellence in Hazar to run regular safety trainings by internal and external specialists. Through inspection checklists and maintaining other safety standards and practices, Dragon Oil continuously monitors its on-ground operations and construction sites. It also works closely with its contractors to enhance site conditions to reduce the lost time incident frequency rate (LTIFR) and achieve zero fatalities across its operations.

Dragon Oil’s safety protocols and processes include employing local nationals in key HSE positions, conducting monthly walk-through audits at the project sites and professional ‘Emergency Response’ trainings at all locations.

In 2018, Dragon Oil adopted the ‘Life Saving Rules’, reinforcing the importance of its people’s safety and security, and building a culture where injuries are reported and addressed. It is consistently improving its HSE standards and processes for all its employees and contractors, earning the reputation of a socially responsible corporate citizen.



“CSR has been embedded in Dragon Oil’s DNA since the beginning of our operations. We believe in a shared responsibility, with all of us working together safely as an enterprise, across all geographies, to make the greatest impact possible and give back to society. We have done a lot to ensure the safety and happiness of our people. At the end of the day, our goal is simple: to put people first (employees and our community), to provide good health, safety and security, and to manage all environmental aspects of our business responsibly.”

Ibrahim AlAli
(Director - HSE)

BAPP process

Dragon Oil has introduced a new safety programme on Behavioural Accident Prevention Process (BAPP) formulated by DEKRA towards enhancing the safety performance.

The company has also instituted the Emergency Preparedness and Response Section (EPRS), which provides expert advice and support services to its BUs while installing emergency preparedness and response capabilities for its local and overseas operations. The risk management system was revamped by the EPRS in 2019.

To further strengthen the HSE culture, Dragon Oil celebrated HSE Day in Hazar in November 2019. The event, named ‘Targeting Zero Incidents’, saw the participation of over 350 employees and contractors from Dragon Oil Turkmenistan Limited (DOTL).

DOTL has also held a workshop on ‘Leadership for Safety’, designed to encourage the management to exhibit visible commitment towards creating a truly safe workplace for everyone. The workshop’s focus was on-site leadership and it intended to help managers and supervisors identify, assess, apply and measure critical safety leadership behaviour that is needed to improve safety performance of their site and help them apply this new behaviour to the job.

No name, no blame

The ‘no name, no blame’ process is designed to engage Dragon Oil’s frontline employees in their areas of expertise and is centered around four key principles:

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

Upholding the Code of Business Conduct

Dragon Oil’s commitment to uphold high ethical and compliance standards is reflected in the Code of Business Conduct developed for its employees and contractors. It has a separate Business Partners Code of Conduct that expects similar ethical, compliance and quality standards to be upheld by its business partners.

While these codes strive to integrate a clear and consistent set of values and guiding principles into Dragon Oil’s overall corporate culture, adequate room for seeking redressal, whistleblowing and proposing amendments has also been ensured. Dragon Oil has committed to reviewing these codes, protect and safeguard the interests of all its stakeholders and providing a safe means for grievance reporting and redressal.

With its increasingly multinational operations, Dragon Oil has established a dedicated Compliance function to oversee workplace and business ethics and regulatory compliance-related matters, making Dragon Oil a company that truly abides by a ‘people-first’ principle across its operations.



Dragon Oil control room and emergency response



Fire training at Dragon Oil operation sites



Workplace



Strengthening employee engagement

Dragon Oil considers its employees its most valuable asset, and therefore invests heavily in their training and capacity development. In 2018 alone, Dragon Oil spent more than AED 11.01 million (USD 3 million) to conduct 145 training events to improve professional capabilities. The events drew 5,600+ participants, and included around 33 hours of training per employee.

Through the High-Potential Programme, employees from various BUs and corporate divisions are encouraged to address their competency gaps, using methods such as self-learning, e-learning, and project assignments.

Employee volunteerism is another aspect of Dragon Oil's employee engagement, involving project departments and engineers in designing and building

infrastructure for various CSR projects.

So far, each CSR initiative has provided a unique learning opportunity for the employee. From refurbishing an X-ray room in the hospital to installing the water station, each new initiative offered skill development opportunities for employees, besides boosting their morale and engagement.

Launch of Innovation Programme

In 2019, Dragon Oil launched its famous Innovation Programme, giving its people the opportunity to come up with out-of-the-box ideas to enhance Dragon Oil's operations and employee satisfaction. Employees are encouraged to offer their suggestions to improve the processes and workflow. On the first monthly Dragon Oil Technology Day in 2019, multiple organisations were invited to offer their suggestions to Dragon Oil.



Team building activities to strengthen employee engagement



Endorsed by the community's trust and respect

Dragon Oil's Chief HR Officer (CHRO), Ms. Badria Khalfan, explains what makes Dragon Oil a world-class employer and shares insights into the company's CSR philosophy, employee engagement opportunities and its impact on societies.

Dragon Oil as a preferred organisation to work

In the two main assets in which Dragon Oil operates, namely Turkmenistan and Egypt, we are referred to as the 'employer of choice'. Over the years, we have built a strong reputation for our operational excellence as well as our CSR initiatives, especially in Hazar, where our main producing fields are located.

Dragon Oil is highly respected in every household in Hazar and is sure to attract greater talent and more local people to work for the company in the future.

We attract a high calibre of professionals and nurture them to become contributors to the socio-economic development of the countries where we operate. We truly value our employees and their families. We offer them safety and security, a conducive work environment, a positive workplace culture, a platform for professional and personal development, and numerous volunteering opportunities. Our people remain motivated and engaged, and our high employee satisfaction scores reflects this.

Our approach to CSR

Dragon Oil puts CSR at the top of its agenda. This was reflected by the creation of a CSR Committee for Turkmenistan, headed by the CEO, with the CHRO as Deputy Chairman. Most of our employees live in and around Hazar, close to our operations, and we work hard to support their welfare.

Hazar, being a small and largely underdeveloped city, requires the support of large companies like ours to bolster its socio-economic development. The local communities living in Hazar feel happy to participate in and benefit from our CSR activities, and they see Dragon Oil as an important partner in their social development.

Health and education-related initiatives remain our top priority. Hazar has benefited immensely from our CSR initiatives such as the water purification plant, access to healthcare and the kindergarten school facilities for children.

It is heart-warming to see the positive sentiment generated among the community by the work we do. Youngsters in Hazar aspire to join Dragon Oil when they are older, an aspiration we hold very dear to our hearts.

CSR and HR: a necessary partnership for employee happiness

CSR policies of a company usually complement its HR policies and processes, whether in relation to workplace ethics, employee protection and welfare or female representation. Our employees are adequately safeguarded by Dragon Oil's internal HR policies and inward-looking CSR initiatives, as well as by the national regulations.

As part of our employee engagement, we involve Dragon Oil employees in designing and delivering our CSR initiatives, especially our project department and engineering team. The employee volunteering opportunities we provide have been a morale booster for our employees. They feel a deep sense of self-satisfaction and a strong connection with the community. As the company's CSR involvement has grown over the years, we have noticed a significant increase in employee engagement and productivity.

We rolled out an employee materiality and feedback survey for employees and now wish to delve deeper into CSR issues by formalising the CSR strategy following government regulations and the feedback received from communities and NGOs.

Our CSR Committee is responsible for driving the overall strategy, progress and review of our CSR programme, while our CSR teams in Hazar and Ashgabat are involved in community needs assessment, volunteerism and execution of initiatives. Our biggest brand ambassadors are our employees and staff members. They carry our brand name along wherever they go and in all that they do, helping us to build a company that is trusted and respected.



GSO visit to Dragon Oil's CSR centres in Hazar

Marketplace

Adding stimulus to the local economy

Beyond its contributions to boosting the country's GDP, Dragon Oil's social contributions and welfare initiatives also generate income and employment through material purchases, contractor and service provider hires for various CSR initiatives.

Growing the local job market

With almost 95% of its employees being Turkmenistan nationals, Dragon Oil is seen as a significant contributor to the national job market and economy. The company invests in the training and upskilling of local youths, and as its operations expand in the future, it is likely to further enhance employment opportunities and growth of the economy. The Hazar Youth Scholarship Programme, a unique professional training opportunity, began in 2015 with the objective of training young professionals for a career in the oil & gas industry.

Promoting local businesses

Dragon Oil has also committed to procuring products from countries it operates in, including Afghanistan, Algeria, Egypt, Iraq, Tunisia, Turkmenistan, and the UAE. In 2018, the total local procurement for Dragon Oil was AED 91.81 million (USD 25 million). Turkmenistan and the UAE are its leading local suppliers, resulting in the growth of small and medium businesses in these countries.

Hazar Youth Scholarship Programme

The Hazar Youth Scholarship Programme, which began in 2015, is a collaborative effort of Dragon Oil and the Ministry of Education in Turkmenistan. It recognises 5-10 top-performing senior students each year and provides them financial support to study at Tomsk Polytechnic University in Russia. Upon completion of the course, these young professionals are absorbed into Dragon Oil.



GSO meeting with the Hazar Youth Scholarship awardees in Hazar



Environment

Mitigating ecological impact

As a responsible corporate citizen, Dragon Oil has also committed itself to preserving the environment by taking concerted measures to reduce the adverse effects, if any, of its drilling operations.

Reducing air pollution

Over the years, Dragon Oil has adopted improved technology and greater innovation to increase its resource efficiency and enhance environmental consciousness among employees, their families and the larger society.

One such initiative is the installation of gas engine generators that utilise low-pressure flare gas as fuel for continuous operation at the offshore platforms. At a net-zero operational cost, it helps remove dangerous gases, thus reducing harm to the environment.

Campaigning for environmental preservation

Numerous environment-related campaigns and observances, including tree-plantation drives, International Earth Day and a Carbon Monoxide Awareness Campaign, have been conducted by Dragon Oil. Along with its employees and contractors, the company has shown its commitment towards preserving the ecological balance and fighting climate change. In one such beach clean-up drive, 100+ Dragon Oil employees collected over 200 kg of recyclable litter from different locations. This was later processed at the waste disposal facility that was built by Dragon Oil in 2013.

Biodiversity management

Dragon Oil continuously introduces innovative technology and equipment that increase production while mitigating ecological impact and keeping operations safe. The company strictly follows the laws of Turkmenistan and adheres to the 'Tehran Convention for the Protection of the Marine Environment of the Caspian Sea' with regard to the requirements of the 'Zero discharge policy'.

Spill prevention and preparedness

Dragon oil also undertakes stringent monitoring measures to prevent spills during storage, handling, and transportation of materials. Oil spills lead to water pollution and pose a threat to marine life, as well as human life.

Oil spill response



Community



Widening the social security net

A key community and business partner in Turkmenistan, Dragon Oil has contributed extensively towards education, sports, cultural development and building up the medical infrastructure in Turkmenistan.

Healthcare for everyone

In line with the Government of Turkmenistan's development priorities, Dragon Oil supported the construction of the Hazar hospital and polyclinic in 2013. The company contributed to upgrading the diagnosis and treatment facilities to improve access to and the quality of medical treatment for the local community, including the company's employees and their families.

The multi-storey polyclinic has 118 rooms and specialist doctors' rooms for gastroenterology, ENT consulting,

ophthalmology, cardiology, and so on. This has allowed the treatment of up to 100 patients in two shifts per day. Doctors in and around Hazar feel encouraged to practice at this fully equipped healthcare facility. They have been focusing on routine medical care, health awareness, disease prevention and health risk management. Dragon Oil's AED 18.36 million (USD 5 million) contribution towards Hazar's healthcare infrastructure is among the company's many initiatives in relation to healthcare. The company has been contributing 2% of employees' salaries to the state's healthcare scheme.

Dragon Oil also has its own on-site medical facilities for routine or emergency medical attention needed for its employees as well as Hazar citizens.

The company has partnered with emergency ambulance centres to assist in emergency situations in Ashgabat and Balkanabat. Through a local charitable organisation, Yenme, Dragon Oil has supported 10 patients who were in need of urgent medical treatment. The company has also sponsored supply of medical equipment for the new Avaza Hospital, and provided prosthetic devices to socially disadvantaged patients of the Turkmenistan State Traumatology Centre in Ashgabat.



Clinic constructed by Dragon Oil



Doctor treating patient at Hazar polyclinic

Increasing water security

Dragon Oil has constructed a fully equipped desalination plant to increase water security and meet the need for potable water in Hazar. Since the latter half of 2009, this plant has enabled water from the Caspian Sea to be used for a wide range of purposes, including for local households, town health and medical and water-related facilities and to meet the water requirements during natural disasters.

The dependence of local citizens on this plant has grown. There are now plans to increase the plant capacity from 1,500 m³ to 6,000 m³. In addition, Dragon Oil plans to install two new water storage tanks with a capacity of 3000 m³, and a new water pumping station for the benefit of the larger community.

Desalination plant in Hazar



Community



Creating a memorable impact

Dragon Oil's Mr. Eman AlJaberi, Director, DOTL Operations, and Mr. Ibrahim Parkuyev, Director, Business Support, share their insights into the company's CSR initiatives in Turkmenistan, primarily in and around Hazar and Ashgabat.



"Health and education are top national priorities and are also priorities for Dragon Oil. We have supported medical facilities, hospitals, kindergarten schools and student scholarships.

"Once, during a community interaction, I asked a little girl what she wanted to do in future. It surprised me that she said she wanted to work in Dragon Oil. This means the local community knows and admires Dragon Oil."

Eman AlJaberi

Director – Group HSE Assurance

Year of joining
Dragon Oil: 2004



Any CSR initiative is impactful and contributes to the country's sustainable development, be it support to hospitals and nurses or improving community well-being and wellness, or support to kindergartens and schools to develop Turkmenistan nationals and so on.

"We are the first and largest company to dedicate ourselves to CSR efforts in Turkmenistan. We have led significant CSR initiatives and have invested more than the minimum financial obligation and social commitment in community development."

Ibrahim Parkuyev

Business Support Director

Year of joining
Dragon Oil: 2005

Q1. Can you give an overview of the CSR efforts of Dragon Oil?

AlJaberi: CSR at Dragon Oil is driven by the company's moral obligation to give back to the community. Hazar, where our company operates, is located along the coastline of the Caspian Sea, and is a relatively remote area. Each year, we receive different CSR requests and we also initiate critical CSR projects. We prioritise projects to support human well-being and contribute to social priorities, and these have a positive impact on the local community. We are also one of the largest employers in the region. Enabling Hazar's socio-economic development will open up new opportunities for local businesses and new jobs for local people.

Parkuyev: As a key community and business partner in Turkmenistan, our commitment is to strive for the continuous growth of the country and that of Dragon Oil. We are very grateful to be able to contribute towards the economy, health, education, sports and cultural development of Turkmenistan. All our CSR projects are carried out to meet local expectations, respond to community needs and create a memorable impact. For large-scale social projects, such as constructing desalination plants and hospitals, we provide plans and proposals for the following year to the CSR Committee for approval and then report the progress against these proposals. Through these projects, we try to ensure high impact/social value. For the smaller projects, such as providing furniture or decoration items in schools, we take them up as and when the opportunity presents itself.

Q2. Could you describe the changes/improvements in the community owing to the interventions undertaken/ supported by Dragon Oil in Turkmenistan?

AlJaberi: Dragon Oil's social contributions make me a proud employee of the company. Over the years, I have seen developments that have changed the face of the city and region. For example, some of the schools here earlier lacked proper classrooms; had leaking roofs, no windows, no heating systems during winter and no cooling in summer. With support from Dragon Oil, these issues have been resolved in several kindergarten schools in Hazar.

Again, the hospital constructed by Dragon Oil at Hazar has drawn doctors from different towns with different specialisations, because the infrastructure available makes it possible to provide the latest treatments. The clinic in our Dragon Oil facilities also welcome the local community for any kind of treatment and provide medicines as required. The facilities are available to employees' families as well family.

The desalination plant has been immensely beneficial to the local people. We are planning to install two additional desalination plants in Hazar in the near future to increase potable water security.

Parkuyev: Over the years, our CSR activity and spend have steadily increased due to greater community encouragement. We receive letters of gratitude from community members for the infrastructure and facilities supported by Dragon Oil.

Q3. Do you believe that CSR is an important contributor to Dragon Oil's business growth and sustainability? Has it improved the ease of doing business for Dragon Oil?

AlJaberi: For the local people in Turkmenistan, Dragon Oil is a trusted, reliable and responsible company. Knowing that we do a lot of good work for the community, the government and locals are supportive and ensure that our operations run smoothly.

The majority of our employees are Turkmenistan nationals. We sponsor several educational programmes, including study abroad programmes for many of our employees' children. We employ them immediately after graduation. Many parents enrol for the pension plan programme once their children have secured a job with Dragon Oil.

Parkuyev: For many years, we have proved ourselves as a reliable and socially responsible partner. We are very proud of the fact that we were the official partner for the Fifth Asian Games in 2017 and the World Weightlifting Championship 2018. We make sure that the social risks associated with our business operations are minimised. We constantly review our processes to adapt and improve our operations and increase the transparency with respect to our stakeholders. We have also proposed internal audits for our large CSR projects.

Community



Quality learning environment

Both the Government of Turkmenistan and Dragon Oil have focused on education to empower local communities and develop human capital. Several hundreds of children are provided a safe and quality learning environment through infrastructure development support to kindergarten schools in Hazar, and the Youth Creativity Centre, which provides opportunity for extracurricular and skill development activities such as knitting, drawing, painting, fashion designing, and so on.

Dragon Oil has also refurbished the Music School of Hazar and provided furniture and washing machines to the Balkanabat Orphanage.

Since 2015, when the Hazar Youth Scholarship Programme began, several sponsorships have been handed out to support the higher education of a few top-performing students.

Additionally, Dragon Oil has supported its own employees as well as Turkmenistan government personnel in developing professional skills in HR and management, oil and gas exploration, contracting and auditing, and so on through short-term trainings and programmes in the UK and Russia.



Children at the Hazar kindergarten

Interaction with students and staff of the Dragon Oil-Hazar kindergarten



School building in Hazar



Students studying in a classroom



GSO visit to a school in Hazar

Promoting sporting excellence

Realising that sports and athletics are important drivers of health and well-being, Dragon Oil has extended its support to the basketball team, girls' volleyball team, and to international sporting events such as the Asian Games, All-Turkmenistan DOTL Cup, Martial Arts and Weightlifting World Championship and so on. Dragon Oil's sponsorship as well as non-financial support for competitive sporting events and sports teams is testimony to its belief that sports can build resilient individuals and bring people together.

The annual Dragon Oil Cup Tournament, initiated in 2010, is co-organised by Dragon Oil and the Hazar Urban Sports Committee, and showcases a variety of sports.

Supporting people of determination

Dragon Oil has also donated to three organisations to support Turkmenistan athletes who are differently abled and has helped the Hazar Youth Sports Organisation to send athletes to the Turkmenistan Youth Games in Ashgabat.

In the UAE, Dragon Oil has also extended sponsorship support to the Fazza Championship for people of determination, the HH Sheikha Fatima Bint Mubarak Excellence in Community Intelligence by the Family Development Foundation, the Mohammed Bin Rashid Al Maktoum Foundation and the Literacy Challenge.



GSO meeting with Hazar Youth Scholarship awardees



Community



Equipment for environmental lab of Caspian Ecological Service



DOTL Cup organised by Dragon Oil



X-ray room refurbished by DOTL in Hazar



Earth Day clean up campaign



DOTL Cup organised by Dragon Oil

Future plans

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



Arm wrestling event sponsored by Dragon Oil



Polyclinic in Hazar built by Dragon Oil

Children from Kindergarten school supported by Dragon Oil



ENOC's Response to COVID-19

Staying ahead of the curve

During the COVID-19 pandemic, ENOC dedicated its resources and efforts towards ensuring the safety of its employees and customers, while seamlessly transitioning into the 'new normal' to sustain business continuity and uninterrupted operations. Dr. Khaled Al Saedi, Chief Occupational Health Officer at ENOC, provides an overview of the key actions undertaken by the Group in response to the health crisis.



“We had to decide if we were going to focus on controlling the spread of the infection, minimising the number of people infected or mitigating community transmission. Once we defined our objective, all our medical, epidemiological and public health initiatives were then directed towards this one goal.”

The ENOC Group's effective and swift response to mitigate the impact of the COVID-19 outbreak on its business and assure the well-being of the community was made possible because of our evolved 'health culture'.

We followed a systematic approach in planning our actions, and began by first defining the scope of our response. It was critical to outline ENOC's objectives and mandate, the different stakeholders we had to engage with, and the health and operational risks involved in the process.

As a pre-emptive measure, and prior to the government's announcement of the national disinfection programme, we declared an official policy of a two-week quarantine for those individuals who were exhibiting mild symptoms.

Enforcement of guidelines

During the progression of the COVID-19 outbreak and lockdown period, we started to plan for our employees' safe return to work. In the process, all ENOC employees were tested for COVID-19 for free. Specific to our retail operations, we started to identify individuals who had developed immunity post the infection and mapped out these operators across ENOC's service stations. We also took steps to ensure that all ENOC service stations implemented deep cleaning and disinfection measures as per the guidelines set by the UAE government, Dubai Health Authority (DHA) and Ministry of Health and Prevention (MOHAP).

We have strictly enforced social distancing and proper personal hygiene measures, and urged the use of masks around all ENOC assets. These parameters are constantly monitored by the Health and Safety team as well as individual BUs and corporate divisions. Our BUs and divisions are required to report on the number of employees tested, number of infections and the use of personal protective equipment (PPE) as part of their KPIs. As time progresses, ENOC will continue to improve these parameters within the Group to make employees more comfortable so that they can be physically present at work with more mental ease.

To avoid the spread of misinformation and panic within the Group, we streamlined our communication channels. We set up a dedicated, trained, and well-informed call centre, open to all employees for any questions or concerns related to COVID-19. While the call centre respondents have been vetted and properly trained by our Occupational Health team, an escalation system has been put in place that allows our experts to get in touch with the caller if necessary.

With ENOC employees now returning to work, we have established an isolation protocol that allows for both infected and suspect cases to be treated simultaneously. Under the strict isolation protocol, we have successfully managed and contained the spread of infection at the workplace.

Committed team at work

As part of the team responsible for managing COVID-19 cases across ENOC, I am proud to state that there has not been a single deviation from the original plan, which shows the high degree of commitment and responsibility of our team. Thanks to the immense support received from the Group CEO and the foresight of ENOC's leadership team, we have been able to maintain the highest standards of safety during this time.

Taking our responsibility a step further, we have partnered with the DHA to provide the authorities with medical, personal information and occupational health history of our personnel for individual screening and testing purposes.

Dr. Khaled Al Saedi
Chief Occupational Health Officer
ENOC

COVID-19 measures

Battling the pandemic with proactive measures



Despite the challenges posed by the outbreak, we have been able to demonstrate business excellence, agility and resilience, while supporting frontline workers and government efforts in medical response, disinfection efforts, and the supply of equipment, food and medicine.

Ensuring the safety of employees at the workplace

From the beginning of the pandemic, we ensured that safety precautions were followed across all our field operations and that each employee is responsible for maintaining a safe work environment.

In addition to this, other precautionary measures were implemented, including screening and restriction of entry in terminals, putting distribution teams on weekly rotations, segregating office employees to work from home, as well as providing all employees with ongoing trainings on precautionary measures and safety guidelines to avoid the spread of COVID-19.

We are not only educating internal stakeholders but also external stakeholders, such as our distributors, in order to ensure that the standards are maintained all the way through to the end customer.

“We have taken multiple measures to make sure that our employees feel secure and protected. So even in difficult times, like during the COVID-19 pandemic, we have engaged and maintained an open and consistent dialogue with all our employees.”

Ms. Badria Khalfan,
Chief HR Officer, Dragon Oil

Commitment to public service

ENOC Link stepped forward and supported Dubai Municipality’s nation-wide disinfection drive by supplying more than 30,000 litres of fuel to undertake various disinfection measures in Dubai. Our dedicated delivery trucks fuelled more than 140 vehicles and 62 critical equipment of Dubai Municipality.

In addition to this, AutoPro helped disinfect and sterilise approximately 1,000 vehicles for entities including Dubai Police, Dubai Municipality, Department of Economic Development and Dubai Consumer Rights during the Holy month of Ramadan.

We also supplied 3,000 litres of lubricants to Dubai Ambulance to support the UAE government and health authorities during their various initiatives to deal with the COVID-19 outbreak.

Honouring the frontline heroes

As a token of gratitude for health workers’ commitment to safeguard the nation and its people, we distributed 500 Tahani fuel cards and 500 coupon booklets to doctors, nurses and frontline medical service teams from DHA.

While the Tahani cards enable healthcare professionals to fuel their vehicles in ENOC service stations across the UAE, the coupon booklet comprises 13 free vouchers, including 10 ZOOM vouchers. Healthcare practitioners could use car disinfectant services at AutoPro, complimentary VIP service for registration, testing at Tasjeel centres, free meals at Paavos or Popeyes and free coffee for a month. A total of 6,500 vouchers were distributed to 500 healthcare workers.

“The growing shift to digital channels of consumption and our adaption to this shift has proven especially effective since the outbreak of COVID-19 and has helped us stay connected with our ENOC family, the larger community, and the government.”

Ms. Shamma Al Falasi,
Director, Group Communications



COVID-19 measures

Providing essential supplies



In collaboration with Dubai Cares, we also extended our support to children in need by donating laptops to support e-learning during the COVID-19 lockdown. In this way, we supported the Community Development Authority (CDA) in Dubai and the Ministry of Education to deliver online classes for students across the UAE.

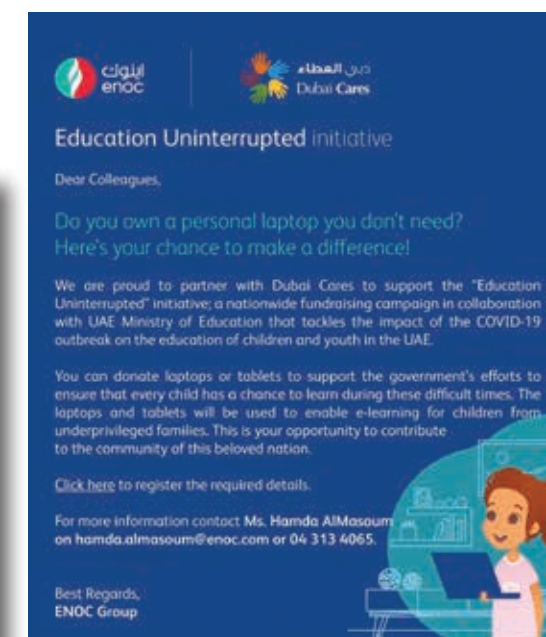
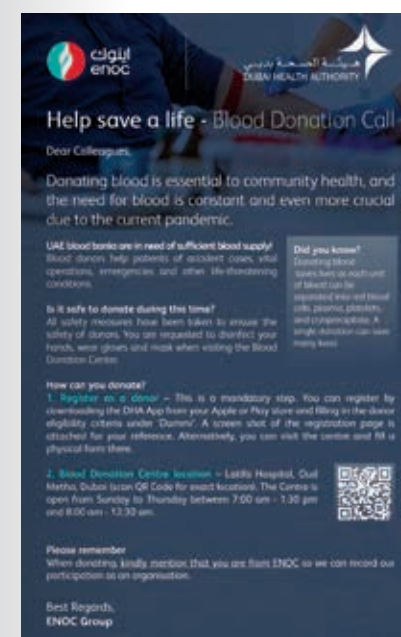
We also encouraged our employees to donate to solidarity funds and Red Crescent in order to support the Dubai government in controlling the spread of COVID-19.

The ENOC Group partnered with Emirates Red Crescent to launch a campaign to allow UAE citizens and residents to make charitable donations for Meer Boxes, Zakat Al Fitr and Eid Al Fitr clothing during the Holy month of Ramadan. In light of the COVID-19 pandemic, customers were able to donate to the Emirates Red Crescent via a digital link or an individual SMS code for their preferred choice of donation, or via Emirates Red Crescent's app.



"Especially now, during the COVID-19 outbreak throughout the world, we realise the social risks to business, the importance of CSR and how it helps uplift countries and organisations around the world"

Hamda Al Masoum
CSR Executive



Continuing our CSR Journey

Over the past few years, ENOC has made a concerted effort towards socio-economic and environmental welfare. We have set out on an inspiring journey to build a sustainable future by investing time, talent and resources for the enhancement of healthcare, education systems, environment sustainability, infrastructure, creating a cohesive society and preserving cultural identities. By building capacities, platforms and solutions, and increasing their impact through proactive, ongoing engagement with partners, ENOC's CSR programme has engaged volunteers from the community, customers, employees, forming lasting partnerships for scale, impact and visibility.



A message from ENOC's Chief Sustainability Officer

Leveraging core strengths and our sense of purpose

In her tenure as ENOC's CSO, Ms. Alia Ali Busamra has been instrumental in developing the ENOC Sustainability Index and bringing about structured systems to integrate sustainability across the Group's operations. With the integration of CSR into the Group's Sustainability function, she has helped ENOC redefine its CSR function. She reflects on the progress made, and on recalibrating the Group's CSR outlook.



"ENOC is committed to the environment, energy, health and safety. The foundation is really strong when it comes to these sustainability pillars. As for the fourth pillar of CSR, the leadership's mandate was to maximise the value created by CSR for our communities, stakeholders and the business itself."

Q1. How would you sum up the progress made in ENOC's CSR over these past three years?

A One of the main objectives of the Group Sustainability Office (GSO) is to ingrain sustainability in every aspect of ENOC's operations and improve our year-on-year performance. By moving the CSR function to the GSO in 2017, ENOC put more emphasis on CSR and its contribution to business sustainability.

The UN SDGs, the UAE national mandate and our own strategic vision drive our CSR goals. Over the past three years, we have worked on integrating purpose into our business and leveraging our core strengths to enable the community. The role of CSR is not just putting together fun events and short-term initiatives.

This report is the outcome of the efforts we have made to build a 'One ENOC, One CSR' culture — from consistent stakeholder engagement, identifying material issues for CSR, building a strategy to directing and streamlining processes, capacity

building, measurement and effective communication.

We have seen positive results both in terms of the social impact we have created and the change in the Group's CSR culture. The number of volunteering hours has increased exponentially. In a recent survey, over 60% of our employees said that they would be willing to donate a day's salary to our social initiatives. This shows the Group's commitment to CSR, and the changing perception towards CSR.

Q2. What are some of your learnings from the 'One ENOC, One CSR' journey?

A For one, that the private sector must play an active role in addressing societal and environmental challenges as these affect us all. We have to consistently contribute to the government's vision for development and share our knowledge so that our business networks and communities can do the same.

The UAE National Agenda 2021, the Dubai Plan 2021 and initiatives like the CSR UAE Index provide the private sector with a clear CSR direction. They report on the SDGs and other global indices so that alignment with global mandates is also assured.

Second, it is the outcome that matters. The size of the investment, the people we meet, the publicity generated are not important enough unless we are able to measure the impact we create and continue to identify opportunities to improve.

Q3. How does the 'One ENOC, One CSR' vision fit into the equation? What are some of the challenges you foresee in meeting this vision?

A The COVID-19 pandemic has taught us that it is important to come together and stay united, to overcome challenges as a collective, to support the government, our

communities, particularly the vulnerable segments of society that typically are at greater risk of exposure and exclusion.

We are a large and complex business group, and it is important for us to ensure that our various BUs and corporate divisions, across locations, work towards a common CSR vision. To deliver this vision, a culture of collaboration and continual CSR learning is important. I see progress and positive changes in this aspect every day.

We also need to build effective knowledge platforms and forge collaborations to deliver our CSR vision efficiently, as ENOC cannot meet this vision alone. Direct interactions with our beneficiaries and communities will be necessary to understand what they need and to deliver meaningful CSR programmes.

We aim to invest in innovative, forward-looking and inclusive programmes to meet our CSR vision. We are testing, learning and adapting all the time.

It will also be crucial to have knowledgeable, experienced people managing our CSR efforts, with critical CSR competencies in strategic thinking, policies, and funding.

Q4. What trends are you tracking for CSR in 2020 and what is the future of this work?

A In my view, the top CSR trend this year was the growing understanding that CSR is less about philanthropy and more about alignment with business growth and the related risks and opportunities. The current pandemic and its effects have made it evidently clear that business risk management must consider social and environmental risks. Many companies see CSR as a critical component towards this sort of risk mitigation. CSR is no longer 'good to have', but a 'must have'.

Another important point we recognise is that many of the issues we face today are interconnected — energy, health, food, water security, people. CSR and sustainability help us make these connections and develop integrated solutions. The untapped potential of technology to support CSR programmes in order to deliver integrated solutions and more meaningful experiences for beneficiaries is something that we expect to take centre stage in the near future.

Mental health has been brought to the spotlight by the pandemic. Companies globally and at home are increasingly focusing on the mental well-being of employees, customers and communities. This ties in with ENOC's vision of maximising happiness for all its stakeholders.

Finally, I see people taking more interest in participating, contributing and aligning their passions to a cause. It is our job to provide them with these opportunities and empower them to give the best they can.

Q5. As CSO, what will your role be in delivering on these commitments?

A My role is to make CSR relevant to people. It is to change the CSR conversation within and outside ENOC, and to communicate that CSR is not a passing whim but a material economic risk.

In today's world, CSR is integral to every business. My role is to harness the best of ENOC and realise our vision of large-scale societal impact by empowering our people and communities.

Ms. Alia Ali Busamra
Chief Sustainability Officer - GSO

Our CSR outlook

Maximising happiness for all

Armed with our future-focused business outlook, our 'One ENOC, One CSR' strategy for 2025 will help us achieve even greater results — by investing in innovation and building broader, bolder partnerships — to help us contribute towards national priorities and the SDGs in a holistic, structured and sustainable manner.

Over our 26 year long journey in the UAE and beyond, ENOC has become a valuable brand. This is not just because ENOC has been a leading player in the energy sector, but also because of its role in promoting sustainable development and protecting the environment and communities where we operate.

We have come to realise that our business sustainability is dependent on effectively tackling the broad challenges that we face across the 'triple bottom-line', which requires a balance between environmental, social and economic aspects. In the oil & gas sector, these include threats of finite resources, climate change, contagious diseases, growing inequality and safety of working conditions across the value chain—all of which impact the sustainability, competitiveness, growth and expansion of our business operations.

With its focus on health and safety, education and environment, our CSR programme is aligned with the national development priorities of the UAE and the SDGs, and is driven towards shaping a sustainable future in the UAE and internationally. Today, with ENOC's CSR programme taking a more strategic and systematic approach, the Group has showcased its commitment to driving positive outcomes for the

people. We have a refined operating model, sharpened socio-economic risk assessment for decision-making, new structures and capacity, and capabilities to track our impact. All this has added to the value created for society and for business.

ENOC's CSR programme has provided a kind of 'safety net' across the workplace and the marketplace and for the environment and society that is most vulnerable and may be affected by the potential risks of our operations. Our CSR programme has been consciously designed to reach our employees and their families, as well as single mothers, financially challenged households, elderly people, people of determination, and work towards the preservation of natural resources. This is important for creating a truly cohesive and inclusive society. Employee volunteering programmes and community and environment-focused activities and campaigns have all contributed to ENOC's vision of maximising happiness for all stakeholders.

Winning the Dubai Chamber of Commerce CSR label, Golden Peacock and CSR Arabia awards in the past few years, has further motivated us to drive our mission of responsible business.

The 'One ENOC, One CSR' 2025 strategy is a concerted effort of the ENOC Group of companies towards meeting our social responsibility goals in response to a changing business risk landscape, the varied range of development contexts in the countries within which we operate and the evolving needs of our stakeholders.

Since 2017, the coverage of our CSR programme and the resulting social impact have garnered much appreciation from our internal and external stakeholders alike, including ENOC's employees and their families, the community, businesses, contractors, suppliers, government institutions, customers and NGO partners. As a result, we have earned several supporters and brand ambassadors within our pool of employees as well as outside our direct customer base.

While ENOC's CSR programme picks up in terms of its scale and rigour, the primary themes of health and safety, environment and education will remain relevant within the local, national, and global context. Despite making strides in the quality, efficacy and efficiency of our CSR programme, the bigger question that remains is how the impact created through individual processes,

projects, campaigns, sponsorships and partnerships can be sustained with added incremental value in the future.

ENOC is committed to work with the government, our partners and our communities to lead and help address the priority development needs and challenges that the country, the environment and the people face. Our collective efforts will surely contribute to the UAE, Turkmenistan and other countries where we operate, to achieve SDG targets and promoting our culture of inclusiveness.

With its focus centred firmly on the future, the 'One ENOC, One CSR' 2025 strategy will help us innovate, invest in broader partnerships and contribute to national and global priorities in a structured and systematic way. We will continue to power the economies of Dubai and the UAE by supplying energy and contributing to the government's vision for sustainable long-term development. We hope that our CSR efforts and stakeholder relations will fuel our business growth and expansion in the years to come, giving us a long-term competitive advantage in the sector.



Appendix

List of acronyms

S.No.	Acronym	Full Form
1	ACSRN	Arabia CSR Network
2	AED	United Arab Emirates Dirham
3	AJCCC	Al Jalila Cultural Centre for Children
4	BAPP	Behavioural Accident Prevention Process
5	BE&C	Business Ethics and Compliance
6	BUiD	British University in Dubai
7	CAGR	Compounded Annual Growth Rate
8	CAP	Carbon Ambassador Project
9	CDA	Community Development Authority
10	CEG	Cutting Edge Gas
11	CEO	Chief Executive Officer
12	CFCs	Chlorofluorocarbons
13	CHRO	Chief Human Resource Officer
14	CNG	Compressed Natural Gas
15	CO	Carbon Monoxide
16	CO ₂	Carbon Dioxide
17	COBC	Code of Business Conduct
18	CSI	Customer Satisfaction Index
19	CSO	Chief Sustainability Officer
20	CSR	Corporate Social Responsibility
21	DAC	Dubai Autism Centre
22	DBDC	Dubai Health Authority's Blood Donation Centre
23	DCCI	Dubai Chamber of Commerce and Industry
24	DEWA	Dubai Electricity and Water Authority
25	DP	Dubai Petroleum
26	DSCE	Dubai Supreme Council of Energy
27	E&P	Exploration & Production
28	E&RM	Energy Resource Management
29	EAP	Employee Assistance Programme
30	EBI	ENOC Bunkering International
31	EEG	Emirates Environmental Group
32	EGA	Emirates Global Aluminium
33	EGAP	Emirates Gas Aerosol Propellant
34	EHSQ	Environment, Health, Safety & Quality
35	EI	Emotional Intelligence
36	EIPM	ENOC Industrial Products Marketing
37	ENOC	Emirates National Oil Company
38	EPRS	Emergency Preparedness and Response Section
39	ESC	External Stakeholder Consultation

S.No.	Acronym	Full Form
40	EXCOM	Executive Management Committee
41	GPIC	Gulf Petrochemical Industries Company
42	GPP	Green Public Procurement
43	GPPEWE	Green Public Procurement for Energy and Water Efficiency
44	GSO	Group Sustainability Office
45	GUPCO	Gulf of Suez Petroleum Company
46	HR	Human Resources
47	HTL	Horizon Terminals Limited
48	IIFMENA	Investing in the Future, Middle East and North Africa
49	IPIECA	International Petroleum Industry Environmental Conservation Association
50	ISC	Internal Stakeholder Consultation
51	KSA	Kingdom of Saudi Arabia
52	KPIs	Key Performance Indicators
53	LPG	Liquefied Petroleum Gas
54	MTBE	Methyl-tertiary butyl ether
55	O&G	Oil & Gas
56	OCIMF	Oil Companies International Marine Forum
57	OGP	Oil and Gas Producers
58	OHSC	Occupational Health and Safety
59	PI	Pearl Initiative
60	RTA	Roads and Transport Authority
61	SC	Steering Committee
62	SDGs	Sustainable Development Goals
63	SEP	Superior Energy Performance
64	SLC	Sustainability Leadership Committee
65	SMEs	Small and Medium Size Enterprises
66	SPE	Society of Petroleum Engineers
67	SPLC	Sustainability Purchasing Leadership Council
68	SROI	Social Return on Investment
69	SSS	Sustainability Spring School
70	STP	Supply Trading & Processing
71	SWOC	Strengths, Weaknesses, Opportunities, and Challenges
72	TC	Technical Committee
73	UAE	United Arab Emirates
74	UN	United Nations
75	USD	United States Dollar
76	VOCs	Volatile Organic Compounds
77	VR	Virtual Reality

A carbon neutral report

CSR Report (2017-2020)

The development of the CSR Report (2017-2020) is completely carbon neutral. All significant emissions related to raw materials, supply-chain and report production have been offset meticulously by ENOC. This was done through purchase and retiring of equivalent Certified Emissions Reductions from the United Nations Framework Convention for Climate Change.

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



United Nations
Framework Convention on
Climate Change

Thank you
for taking the time to read
our report, if you would like to
give us feedback, please email us at
group.sustainability@enoc.com



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



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

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