

# Resilient Agile Transformed



2020 Sustainability  
Performance Report

Emirates National Oil Company Limited (ENOC) is an integrated oil and gas company based in the United Arab Emirates, operating globally across the energy value chain. Since its inception in 1993 as a wholly owned company of the Government of Dubai, ENOC has contributed immensely to the economic diversification and sustainable development of Dubai.



Exploration & Production

Supply Trading & Processing

Terminals

ENOC's Aviation Business

Fuel Retail

Products



“29 years of inspiring energy, servicing millions of customers across more than 60 countries.”



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 MANAGEMENT



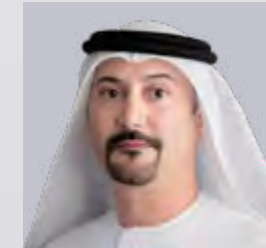
**H.E. Saif Humaid Al Falasi**  
Chief Executive Officer



**Tayyeb Al Mulla**  
Managing Director,  
Supply, Trading and  
Processing



**Zaid Alqufaidi**  
Managing Director,  
ENOC Retail



**Yusr Hussain Sultan Al Junaidy**  
Managing Director, HTL



**Burhan Al Hashemi**  
Managing Director,  
Commercial and  
International Sales



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



**Mohammad Sharaf**  
Chief Financial Officer

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# Resilient Agile Transformed

Oriented to power the meteoric growth of the UAE, ENOC has long aligned its business strategy with the long-term goals of the nation for sustainable and inclusive development. The disruptions created by COVID-19 demanded a more intense involvement in the life of the nation. And we rose to the occasion – championing the UAE Government’s mitigation measures, addressing stakeholder concerns and standing by the community as a responsible, trusted friend.

Although we have been transforming for years emerging as a preferred energy partner at home and abroad and a sustainability leader of reckoning, 2020 presented new opportunities for us to grow. We re-evaluated our ways of functioning, reconsidered our priorities and adopted new technologies and innovations that helped us retain our market leadership as a resilient, agile and forward-looking organisation.

Our presentation of the state-of-the art ENOC Pavilion and Service Station of the Future, inspired by the Ghaf Tree, as the Official Integrated Energy Partner of Expo 2020 Dubai; encapsulated our future-readiness and commitment to our sustainability vision.

Diversifying through ENOC Next, our accelerator programme, accelerating our digital journey to optimise our operations and add to customer convenience while constantly consolidating our strength through the ‘One ENOC’ culture, we have transformed, and continue to transform ourselves, to cater to new aspirations and new challenges.

## Our stories

### Resilient

AED 6.57 million

Spent in 2020 on community development by ENOC Group including Dragon Oil.

Read more on page 111

5x increase

In usage of solar PV, saving AED 3.2 million per year

Read more on page 74 and 83

Conducted Virtual Ethics Week, first ever virtual ENOC Energy Awards and Online CSR workshop with ENOC’s partners

Read more on page 56

Facilitating the nationwide disinfection drive for COVID-19

Read more on page 33

### Agile

Service station of the future built for Expo 2020

Read more on page 76

ENOC’s Jebel Ali refinery won National Oil & Gas Project of the Year and GCC Oil & Gas Project of the Year Awards in 2020

Read more on page 11

Revised ENOC Code of Business Conduct (COBC or the Code)

Read more on page 54

ENOC Link launches biodiesel for commercial fleets

Read more on page 82

### Transformed

A strong Sustainability Framework in action

Read more on page 37

Offering containerised fuel tanks for companies

Read more on page 67

Biodiesel5 proves successful in powering traditional Abras

Read more on page 81

ENOC is now a single-use plastics free organisation

Read more on page 91



## ABOUT THE REPORT

### Approach to reporting

We embarked on our sustainability reporting journey in 2016. The 2020 Sustainability Performance Report is the fifth consecutive annual publication and covers our performance and progress between January and December 2020.

### Frameworks

The report is prepared in accordance with the Global Reporting Initiative, GRI Standards: Comprehensive option. We are also reporting as per GRI G4: Oil and Gas sector supplement and aligned with the sustainability reporting guidance published by the International Petroleum Industry Environmental Conservation Association (IPIECA), the global oil and gas industry association for advancing environmental and social performance.

### Feedback

Contact us at

Emirates National Oil Company Ltd.  
ENOC Complex, P.O.Box 6442 Dubai  
United Arab Emirates  
Phone +97143374400

### Scope and boundary

The reporting scope and boundary for our disclosures, unless otherwise stated, cover the operations of ENOC and its subsidiaries. The organisation and its supply chain underwent changes during the year. ENOC Dragon Oil Company completed the acquisition of BP's stake in the concession areas of Gulf of Suez Petroleum Company (GUPCO). Also, we have setup 12 retail fuel stations (Read more in company profile).

Financial data included in this report covers all subsidiaries of ENOC, consolidated on a line-by-line basis. For joint ventures and associate companies, only ENOC's share in net results is considered.

### Data integrity

Collating and reporting sustainability data requires collaboration from a range of businesses throughout the Company. We have sustainability champions who help in this data collection within the oversight of the Group Sustainability Department. Sustainability data is collected in the Enablon software, which provides an integrated sustainability data management system. The software simplifies, streamlines and strengthens our data collection. It provides insights by showcasing trends through real-time dashboards and is a crucial part of our Sustainability Index performance monitoring.

### Reporting suite

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



#### The Sustainability Performance Report 2019

It forms part of a comprehensive suite of publications across economic, environmental, social and governance parameters.



#### Energy and Efficiency Report 2019

A bi-annual report that highlights the achievements and provides updates on our energy and resource management



#### Corporate Social Responsibility (CSR) Report 2020

Provides detailed account of our efforts in crafting our CSR strategy and efforts at being a good corporate citizen



#### Sustainability microsite

[www.enoc.com/en/about-us/sustainability/](http://www.enoc.com/en/about-us/sustainability/)

Part of the corporate website, it provides regular updates



#### Annual Review 2018

The Annual Report provides details of our yearly performance across both financial and non-financial parameters



## MESSAGE FROM THE GROUP CEO

# Transformed for better



Since our inception in the 1990s as a wholly owned entity of the Government of Dubai, we have been conscious of our responsibility to the nation as its chosen energy provider. We are proud to have contributed to its stellar journey into global prominence as a centre of commerce, as a preferred destination for entrepreneurs, a knowledge hub and an open, welcoming society that has witnessed the confluence of multiple cultures.

Our own journey mirrors the steady growth of our nation. Taking inspiration from the visionary, Sheikh Zayed bin Sultan Al Nahyan, the UAE's Founding Father, and guided by the leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, and His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister, we have transformed ourselves through forward-looking policies and practices. We are today not only a preferred energy partner but also a leading sustainability expert. Through our integrated operations, our efficient energy and resource management, innovative service offerings and world-class sustainability practices, we are transforming the face of the energy sector in the region, every day.

The Sustainability Performance Report for 2020 captures how we continued our transformation journey during the year – a year that will be marked in history as one of the most challenging times faced by humanity. Despite the challenges, we showed our resilience, remained committed to serving the nation and yet continued to redefine the contours of the energy sector with our bold reimagining of the future of the energy.

### Joining the fight against COVID-19

As a responsible and responsive organisation, we stood by the nation and its communities in the fight against COVID-19. We supported the disinfection drive undertaken by the Dubai Municipality, supplying fuel to its vehicles and critical equipment through ENOC Link, our digital fuel delivery service. We provided lubricants to Dubai Ambulance Services, sterilised vehicles for public entities such as Dubai Police and frontline service providers as well as customers to ensure their personal safety. Our retail wing provided contactless services and we put in place strict safety protocol to safeguard our customers, employees and distributors. At the same time, we extended support to our partner NGOs to raise awareness among the community on safety and precautionary measures to avoid the spread of COVID-19 while safeguarding our own employees.

### Reimagining Energy

Despite the challenges, we did not waver in our commitment to uphold the Dubai Integrated Energy Strategy 2030 vision and the Dubai Clean Energy Strategy 2050 goals. As the Official Integrated Energy Partner of Expo 2020 Dubai, we felt inspired to showcase before the eyes of the world, the Government's and ENOC's vision on sustainability through a state-of-the-art pavilion, built with sustainability at the heart of the brief and design, and reflecting our participation theme of "Reimagine Energy". For Expo 2020 Dubai, we also kept our promise to deliver the first-of-its-kind self-sustaining Service Station of the Future, that harnesses the power of renewables. Inspired by the Ghaf tree, a carbon-fibre canopy, run on wind energy and sporting the deployment of various smart technologies, the Service Station of the Future symbolises the strength of innovation and indicates how sustainability and technology are intrinsic to the future of energy and a greener world.

### Sustained commitment to HSE and due diligence

The Service Station of the Future also symbolises another long-term commitment of ENOC – to the highest standards of Health, Safety and Environment. Its construction entailed more than 400,000 man-hours with zero lost time injury (LTI), which is indicative of our sustained focus on ensuring the safety of our people and processes. ENOC ranks among the top quartile across the oil and gas industry in HSE and has recorded a lost time frequency incident rate (LTIFR) of 0.1. We have launched an organisation wide HSE campaign and the fact that we continue to hold "HSE above all" amidst the industry flux is a matter of great pride for us. Despite disruptions caused by the pandemic, we maintained zero fatalities across the Group and conducted 91,502 hours of HSE trainings.

We have been just as conscious about business conduct. The year saw us revise the ENOC Code of Business Conduct (COBC) in alignment with the Dubai Government's Code of Ethics and Professional Conduct and roll out the Third Party Code of Conduct for our business partners.

### Strong digital strategy

As a future-ready business, we are deep into our journey of digital transformation that underlines our commitment to the UAE's plans to create a next-generation economy structure for 2050-2060, the UAE National Agenda and Dubai 10X initiative. Through our partnerships with top global companies, we are imbibing automation and advanced digital technologies into our work

processes that is allowing us to enhance our operational efficiency and deliver greater value to our customers and stakeholders. Both ENOC Link and Beema are designed to improve our service delivery and offer greater choice and convenience to our customers. Our digital edge allowed us to seamlessly transition to the new world of fast-paced operations that has been occasioned by the pandemic.

### Unified through the 'One ENOC' drive

Our community initiatives have been a distinctive feature of our corporate journey. We further strengthened our commitment to our communities through the 'One ENOC, One CSR' strategy we formalised this year. A common CSR framework and CSR calendar that will promote greater cohesiveness in our CSR initiatives, together with the long-term partnerships with social welfare organisations, academic institutions and government agencies will enable us to respond better to community needs and encourage more employees to take part in community welfare.

### Way forward

We are prepared to ensure for our customers uninterrupted supply of fuel together with best-in-class automotive and retail services. We remain committed to upholding the highest standards of responsibility and focus on giving back to the community — socially, environmentally and economically.

As a leading energy player, we aim to continue developing a robust and sustainable retail infrastructure that will increase the convenience of our customers and meet the energy needs of our diverse clientele. To achieve this, we intend to focus our efforts and investments across all businesses to execute our plans efficiently, continue with our international expansion to drive greater integration while developing capabilities that will help us compete in cross-segment projects. We will also work towards creating greater synergies across our energy value chain.

I take this opportunity to thank our stakeholders who have been part of our journey. I hope the Sustainability Performance Report of 2020 will help us gain better mutual understanding by elucidating what we are trying to achieve and how we are hoping to transform the energy sector for the better. We hope you will remain part of our exciting journey into a greener and better future.

### H.E. Saif Humaid Al Falasi

Chief Executive Officer, ENOC Group



At ENOC Group, sustainability is an integral part of our DNA. Having set a remarkable benchmark regionally, we are looking forward to leaving our imprint globally as a sustainability champion in the energy sector. Transformed at our core through constant innovation, technology adoption and efficient energy and resource management, we are ready to play a more significant role in shaping the future of energy and acting on the UAE's and global sustainable development goals.



## SUSTAINABILITY HIGHLIGHTS

# Reflecting on 2020


 **Water**  
**383,019 m<sup>3</sup>**  
 Of recycled water used in our operations

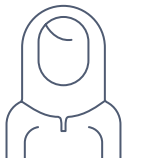
**15.2%**  
 Reduction in Group water intensity from 2014-2020


 **Energy efficiency**  
**AED 3.4 mn**  
 Savings generated through energy and resource management in 2020

 **Community development**  
**AED 2.24 mn**  
 Invested by ENOC Group in CSR projects in 2020  
**AED 4.33 mn**  
 Invested by Dragon Oil in CSR projects in 2020

Single use plastic phased out at the Group level

 **Renewable energy**  
**33x increase**  
 In usage of solar PV as compared to 2017, saving more than AED 7 million per year

 **Emiratization programme**  
**45%**  
 Emirati headcount in 2020, an increase from 33% in 2016. More than 50% of our current Emirati workforce is female. We aim to achieve 50% Emiratization by 2021

 **Diversity and Inclusion**  
**57**  
 Nationalities  
**16%**  
 Female employees in the workforce

 **Workforce**  
**12,000+**  
 Total employees

 **Operational excellence integrating sustainability**  
**Service station of the future**  
 At Expo 2020 Dubai, with LEED Platinum certified building, using carbon fibre for construction – an alternative to steel – and powered by 283 solar PV panels and an on-grid windmill



## Awards and recognition 2020

ENOC's Jebel Ali refinery won National Oil & Gas Project of the Year and GCC Oil & Gas Project of the Year at MEED Project Awards 2020

Lauded for strict safety measures and track-record of 25 million manhours, with zero major accidents or incidents

ENOC Group won Dubai Quality Gold Award

for outstanding commitment to continuous quality improvement and business excellence. ENOC previously won the Dubai Quality Award (DQA) in 1997, 2004, 2012, 2014 and 2017, and brought home the Gold Award this year

ENOC Group received 2020 Energy Management Insight Award

from Clean Energy Ministerial for the implementation of ISO 50001 and improving retail operations energy use

Winner of Golden Peacock Global Award for Sustainability for 2020, the 4<sup>th</sup> time in a row

Won the Golden Peacock Global Award for CSR for 2019 for the 2<sup>nd</sup> consecutive year

Awarded Arabia CSR Award 2020 in the Energy Sector Category for the 5<sup>th</sup> consecutive year in its 13<sup>th</sup> cycle



## COMPANY OVERVIEW

# Energising sustainability across the industry

ENOC is a global and diversified energy leader, offering convenient energy solutions across the UAE and beyond. Our operations, from the oil fields to the forecourt, are run sustainably. They not only mitigate our impact on the environment and increase our resource and process efficiency, but also create benchmarks for the industry. Aligned with global and local sustainability development targets, we intend to retain our position as the 'Integrated energy partner' locally and globally.



### Vision

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



### Mission

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

### Operations

We are operating across the energy value chain: from exploration to supply of oil, lubricants and other products

### Products and services

Varied products and services including: Fuel, lubricants, automotive and fabrication services, franchises and convenience stores

### Presence

Our products reach 60+ countries including the UAE, Asia, Africa and Europe.

120 mn+  
Customers served

60+  
Countries presence



## Values



### Teamwork

Working together by sharing ownership, responsibilities and outcomes



### Integrity

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



### Transparency

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



### Respect

Acknowledge, recognise, and value all stakeholders



### Customer Focus

Position customer first in all that we do



## OUR BUSINESS AND PRODUCTS

# A well-diversified portfolio

ENOC is a fully integrated energy player, serving a growing customer base in the UAE, the Middle East and beyond. We own and operate assets across the energy value chain – from exploration and production, refining and processing, to storage and supply of petroleum products, serving aviation, retail, general commercial and industrial markets. Dragon Oil is the exploration and production arm of the Company.

We deploy new technology, drive efficiency, and develop innovative digital solutions in all our operations to deliver value and meet the growing demands of customers, while minimising our carbon footprint.

We are committed to excellence throughout our operations, growing our business and delivering value for all our stakeholders, customers, partners, host governments, the communities in which we operate and our shareholder, the Government of Dubai. From forecourt to airport and import to export, we are contributing to Dubai's and the UAE's economic growth and energy security.

# 100,000 b/d

Dragon Oil's production increased by more than 14x after revitalisation of oil fields with ENOC's expertise

# 300,000 b/d

ENOC's oil production target



1

### Upstream

Exploration and production business.

- ENOC's wholly owned E&P business, Dragon Oil.



2

### Midstream

Refinery operations, products trading and storage sector.

- Jebel Ali condensate refinery.
- Methyl-tertiary butyl ether (MTBE) processing plant.
- Specialist lubricant blending plants.
- Network of major storage facilities.
- Trading of crude and petroleum products in Europe, South Asia, the Middle East and Asia Pacific



3

### Downstream

Premium automotive and aviation fuels, lubricants and fuel and industrial gases.

- ENOC Aviation
- EPPCO Lubricants
- ENOC Industrial Products Marketing (EIPM) division
- ENOC Commercial and Industrial Products

## 1 Upstream

Our Exploration and Production (E&P) business is on a strong upward trajectory, building on our existing production capacities through successful exploration, cost-effective field development and value accretive acquisitions.

ENOC's wholly-owned E&P business, Dragon Oil, is an experienced international operator with significant assets in Turkmenistan, a strong joint venture with established production in Egypt, and promising exploration opportunities in the Middle East, North Africa and Asia.

In Turkmenistan, Dragon Oil has invested in the ongoing upgrading and redevelopment of production facilities in the Cheleken Contract Area, located offshore in the Caspian Sea. The relatively mature fields operated by Dragon Oil under this Production Sharing Contract (PSC) have been revitalised through the expertise of our team and extensive programme of refurbishment and workovers, together with the drilling of production wells and installation of new offshore facilities. As a result, production has been increased by more than 14x over the life of the PSC to 100,000+ barrels per day, with further growth to come.

Our exploration teams employ the latest imaging and seismic techniques in our search for new reserves of oil and gas. In Iraq, successful exploration has already led to early production from discoveries in Block 9 in the Basra Province.

The latest addition to our upstream portfolio was the 2019 acquisition from BP of its 50% interest in Gulf of Suez Petroleum Company, GUPCO, which holds interests in 11 concessions in Egypt. Together with our partner, the Egyptian General Petroleum Corporation (EGPC), we are currently investing to raise GUPCO's production to over 70,000 barrels of oil per day. We also hold exploration interests, both as operator and non-operating partner, in Algeria and Afghanistan.

Through our capital deployment and technical expertise, we have established proven and contingent reserves in excess of one billion barrels oil equivalent and current production of more than 160,000 barrels of oil per day. Consequently, we are well placed to continue to grow production to our target level of 300,000 barrels per day.



## OUR BUSINESS AND PRODUCTS

### 2 Midstream

The traditional core of ENOC's business, our midstream operations play a vital role in generating value and ensuring a cost-effective supply of feedstock and finished products for the Group's processing and marketing activities.

**ENOC is also a major player in the global crude and products trading and storage sector. These include our Jebel Ali condensate refinery, recently upgraded through a USD 1 billion investment to a capacity of 210,000 b/d and geared up to produce premium products, compliant with the latest international environmental standards.**

Alongside the Jebel Ali condensate refinery, we own and operate a methyl-tertiary butyl ether (MTBE) processing plant producing this key gasoline additive.

In addition, we operate specialist lubricant blending plants in the UAE with a combined capacity of 260,000 metric tonnes per annum. These plants together with a number of international JVs, supply our distribution network that covers more than 60 countries across the Middle East, Southeast Asia, countries of the Commonwealth of Independent States (CIS) and Africa. ENOC owns and operates a network of major storage facilities

at strategic locations across the Middle East, Southeast Asia and Africa, which support our extensive and successful global trading business.

Our trading teams, based in Dubai, London and Singapore, are highly active in the crude and petroleum product markets of Europe, South Asia and the Asia Pacific, as well as our home territory in the Middle East. Our midstream infrastructure is completed by a pipeline network serving Dubai International, one of the world's busiest international airports, and Al Maktoum International Airport, also known as Dubai World Central.

These midstream operations, working effectively with both our upstream and, most importantly, our downstream marketing businesses, add significant value to the Group and underpin our reliability as a supplier of quality products that meet our customers' needs.

**60 countries**  
Expansive distribution network for Midstream operations

### Dedicated pipeline network

For Dubai International Airport and Dubai World Central Airport



### 3 Downstream

ENOC is a primary supplier of premium automotive and aviation fuels, lubricants and fuel and industrial gases domestically in Dubai and the UAE, playing a central role in energising the country's drive for economic growth and diversification, and ensuring security of supply.

We have a growing international footprint and are implementing a wide range of innovative solutions across our retail, commercial and industrial product offerings. The ENOC Group owns a fully integrated supply chain in Dubai with its own refinery, terminals, and dedicated pipelines. ENOC Aviation is a strategic partner of International Air Transport Association (IATA), and the second oldest associate member of the Joint Inspection Group (JIG).

Pioneering in providing uninterrupted supply of Liquefied Petroleum Gas (LPG) in the UAE, Emirates Gas (EMGAS) works closely with the local authorities to formulate and implement policies, and to maintain Health, Safety and Environment (HSE) standards. Responding to the increasing demand for energy and sustainable development in the region, EMGAS has introduced several innovative products, such as Emirates Gas Aerosol Propellant (EGAP), Cutting Edge Gas (CEG), Pro-Power, R 290, in addition to alternative automotive fuels, such as Compressed Natural Gas (CNG).

EPPCO Lubricants, a joint venture between ENOC, a Dubai Government conglomerate and Chevron Al Khaleej, part of Chevron, markets ENOC & Caltex branded lubricants and greases in the UAE, providing top quality lubrication products and services to various industries ranging from the automotive to industrial, manufacturing, and marine businesses.

We also operate one plant each in Fujairah and Jebel Ali that manufacture lube oil and grease and undertake toll blending for third party clients. The combined design capacity of both the plants is 260,000 MT. Our expansion projects will further enhance production efficiencies in the coming years. As sustainability is key for us, the Group has enabled the Jebel Ali plant to run fully on solar panels, making it one of the first plants in the world to be operated by solar panels.

**260,000 MT**  
Combined capacity of Fujairah and Jebel Ali plants that manufacture lube and grease



Since innovation is our hallmark, together with our partner, Baker Hughes, we have developed a proprietary real-time monitoring system, VitalyX™. This provides customers with essential information on the condition of their lubricants, supporting proactive solutions and preventative maintenance.

Through the ENOC Industrial Products Marketing (EIPM) division, we market commercial fuel products, mainly diesel to corporates and B2B, in the government, private, and marine sectors. We offer environmentally friendly, low sulphur diesel 10ppm among other quality petroleum products and value-added services to enhance our customers, operational capabilities.

EIPM comprises two business units: ENOC Commercial and Industrial Products (ECIP), which provides tailor-made fuelling solutions; and ENOC Bunkering (EB) that caters to a variety of marine end users for fuel supplies related to bunkering, for both local and international vessels.

**We manage and operate 150+ ENOC and EPPCO service stations in the UAE, reaching an estimated 90 million transactions each year for fuel and non-fuel services to consumers. We plan to increase our UAE footprint to 191 service stations by the end of 2022. ENOC's first service station in the Gulf Cooperation Council (GCC) region opened in Saudi Arabia in 2013. We currently have 20 service stations in Saudi Arabia, with plans to build 45 more by 2024.**

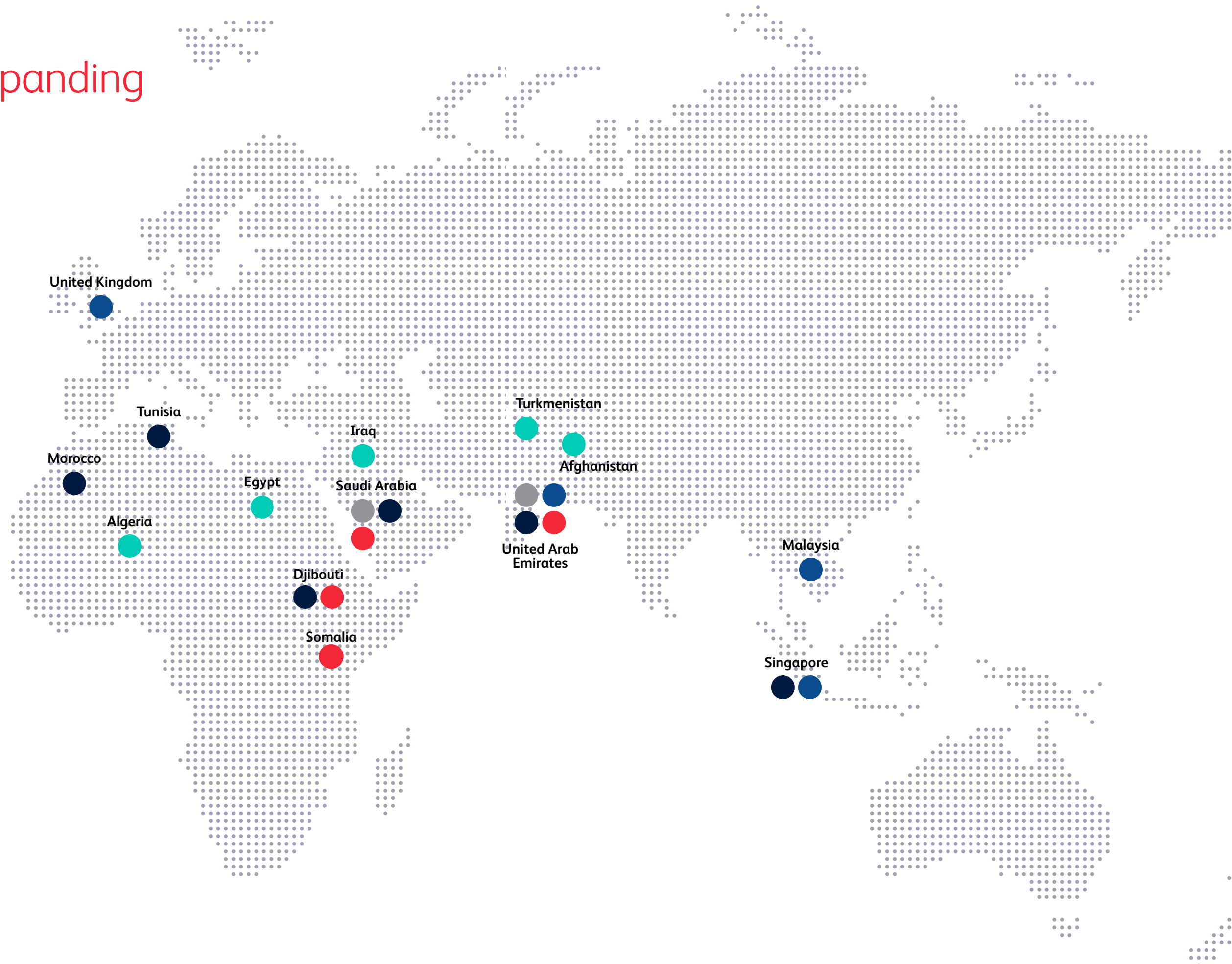




## GLOBAL FOOTPRINT

# Consistently expanding our presence

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



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

## MEGATRENDS

# Shaped by an agile strategy

The global energy ecosystem is likely to undergo a fundamental restructuring, as the world gradually moves towards a low-carbon future. With a more diverse energy mix, greater consumer choices, and increasing integration and competition, global oil and gas companies are adopting sustainable practices to navigate the complex interplay between demand-supply, geopolitics and climate change.

The world's energy demand will continue to grow at least for the medium term. This is driven by growing prosperity and living standards across large parts of the world, especially the emerging bloc. Significant divergence in energy consumption and access to energy persist and will continue to reshape the contours of the global energy market.

## Growing prosperity and living standards in the emerging world

A disproportionately large proportion of the global population lives in the emerging world and developing economies, where access to energy is low. Faster pace of urbanisation and better living standards in these markets are further driving energy demand in these geographies. This trend will continue to gather pace in the coming years.

Global energy demand is set to increase by 4.6% in 2021, more than offsetting the 4% contraction in 2020 and pushing demand 0.5% above 2019 levels. Almost 70% of the projected increase in global energy demand is in emerging markets and developing economies, where demand is set to touch 3.4% above 2019 levels. Energy use in advanced economies is on course to be 3% below pre-COVID levels.

Source: International Energy Agency (IEA)

## Climate change and role of renewables

The Global Risks Report 2021 of the World Economic Forum (WEF) has identified extreme weather, climate action failure and human environmental damage as the major risks faced by the world; and climate action failure as the second most impactful risk. This is translating into faster adoption of renewables. Renewable energy use increased 3% in 2020 as demand for all other fuels declined. The primary driver was an almost 7% growth in electricity generation from renewable sources. Long-term contracts, priority access to the grid, and installation of new plants underpinned renewables growth, despite lower electricity demand, supply chain challenges, and construction delays in many parts of the world.

Share of renewables in global electricity generation jumped to 29% in 2020, up from 27% in 2019.

Source: International Energy Agency (IEA)



## Economic headwinds and trade dynamics

Volatility in the performance of economies, along with geopolitical hiccups impacting global trade has a huge correlation with energy demand-supply dynamics. Economies across geographies are now on the mend, although the pandemic continues to create supply disruptions for many commodity-exporting emerging market and developing economies. The fault lines opened by COVID-19 are appearing to be more persistent—near-term divergences are expected to leave lasting imprint on medium-term performance of economies and may also create headwinds for global trade and commerce.

The global economy is projected to grow 5.9% in 2021 and 4.9% in 2022, 0.1 percentage point lower for 2021 than in the July forecast.

Source: IMF World Economic Outlook

## Investment in energy transition

The stabilising of oil prices is leading oil and gas companies to invest in riskier and expensive green energy solutions such as carbon capture, utilisation and storage (CCUS). In fact, the growing mandate for decarbonisation of the industry is encouraging many companies to transform their business models, shift away from traditional oilfield service (OFS) and build capabilities in adjacent areas such as hydrogen and CCUS.

30% of executives surveyed by Deloitte in the O&G sector believe that building capabilities in adjacent areas such as hydrogen and CCUS will help them thrive the most in the future. 20% of OFS deals in 2021 involved a target company with operations in renewable energy, as compared with 5% between 2017 and 2020.

Source: Deloitte



## Growing consumer preferences

The rise of eco-consciousness among consumers, the disruption caused by the electrification of transportation and the emerging options in low-emission fuels are forcing traditional oil and gas companies as well as fuel retailers to focus on convenience and user experience of their customers. Together with adapting to the changing fuel mix, and remodelling the infrastructure to accommodate new energy options, these companies are also investing in digitalisation, Internet of Things, automation and artificial intelligence to enhance customer delight at different touch points.

Around two-thirds of those surveyed by Deloitte during a report on the Oil and Gas sector view alternative fuel offerings, along with digital-driven customer engagement and experience, as a key requirement for transformation of the sector.

Source: Deloitte, Oil and Gas Industry Outlook



## MEGATRENDS

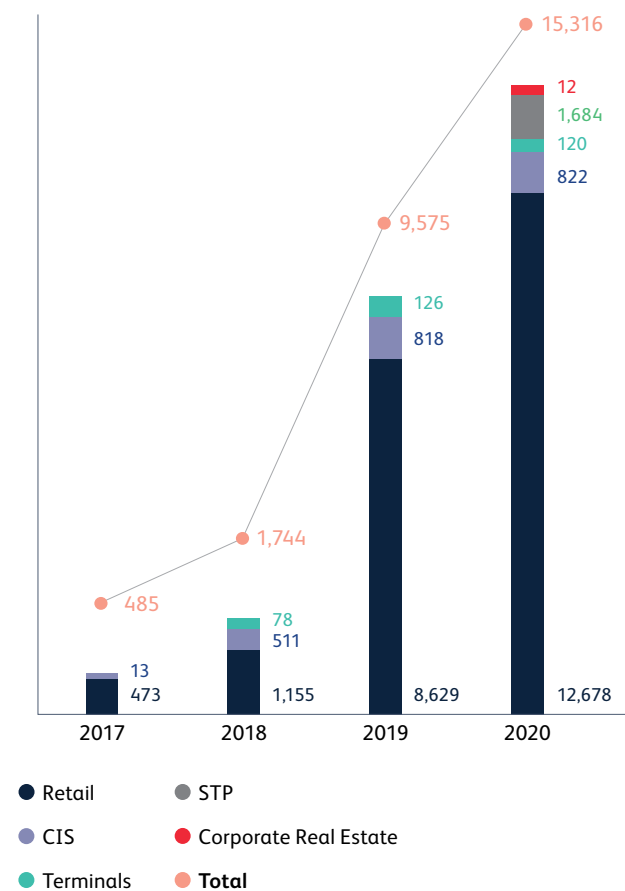
# Responding to trends with diversification

At ENOC, we keenly observe trends to identify opportunities and mitigate risks. We have been diversifying in response to emerging trends and strategically expanding our portfolio while investing in digitalisation to improve our efficiencies.

### Increasing renewable energy utilisation

We are consistently increasing our renewable energy generation across our businesses. In 2020, we utilised 15,316 GJ energy from solar power, which was 9 times increase in the usage of solar PV as compared to 2018, saving AED 3.2 million per year.

#### Solar Power Generated (GJ) since 2017



### Enhanced production of biodiesel

#### Biodiesel5 to power traditional Abras

ENOC Biodiesel5 will be replacing diesel in the 148 Abras operated by the private sector in Dubai Creek, ferrying around 13 million riders annually (90% of the total number of marine transport riders in Dubai). The existing fleet of traditional Abras uses 30 hp diesel engines that consume 1.1 million litres of diesel per annum.

#### Biodiesel for commercial fleets through ENOC Link

In 2020, we started offering biodiesel through ENOC Link. This is the only digital mobile fuel delivery service for businesses in the UAE, offering biodiesel fuel for commercial fleets.

### Diversifying geographically

The latest addition to our upstream portfolio was the 2019 acquisition from BP of its 50 percent interest in Gulf of Suez Petroleum Company, GUPCO, which holds interests in 11 concessions in Egypt. Together with our partner, the Egyptian General Petroleum Corporation (EGPC), we are currently investing to raise GUPCO's production to over 70,000 barrels of oil per day. Further exploration interests are held, both as operator and non-operating partner, in Algeria and Afghanistan. We are also strengthening our presence in the marine lubricants category and have started distribution in Spain.

### Diversifying businesses

- We are expanding our retail business including, ENOC service stations, ZOOM convenience stores, AutoPro, Tasjeel, car wash, and food and beverage outlets
- We unveiled the world's first LEED platinum certified Service Station of the Future at the Expo 2020 site, which is currently supporting the logistical needs of the Expo 2020 Dubai
- Leveraging Beema to expand in the insurance sector
- We are upgrading are capacity in the global crude and products trading and storage sector through a USD1 billion investment in Jebel Ali condensate refinery, which is now geared to produce premium products compliant with the latest international environmental standards

### Leveraging next generation technologies

#### 3D seismic technology

We are utilising 3D seismic technology to identify reservoirs remotely without having to drill a single well, which makes exploration far more efficient and causes minimal damage.

#### Artificial intelligence and machine learning

We are using artificial intelligence (AI) for imaging and projection, which enables us to drill more accurately, both when we prospect in exploration acreage and in developing more mature fields to maximise oil yields. Machine learning supports this, with the potential for each new well to deliver improved results.

#### Big data

The emergence of big data helps us collate, analyse and interpret seismic and operational information, leading to more successful outcomes and immediately tangible returns.



## RISK MANAGEMENT

# Fortifying for uninterrupted growth

ENOC, like other players in the energy industry, will have to tread a fine balance in the next few years, given the heightened uncertainties and the new downside risks induced by the pandemic. We have a robust risk management framework that considers volatility and other factors affecting business, identifies critical risks and undertakes timely interventions to mitigate them.

### Role of the ENOC Board

ENOC's Enterprise Risk Management philosophy is driven by the ENOC Board, which maintains oversight on enterprise-level risks through the Executive Risk Management Committee chaired by the Group CEO. Enterprise-level risk appetites and tolerance levels are established by the Board and these are cascaded down in the organisation.

### Considering risk during strategy formulation

Risk evaluation is done during strategy formulation by identifying risks associated with new ventures and projects, entry into diversified markets and risks at the business and departmental levels linked to the business objectives. The key risks are considered during the annual strategy review.

### Risk management framework

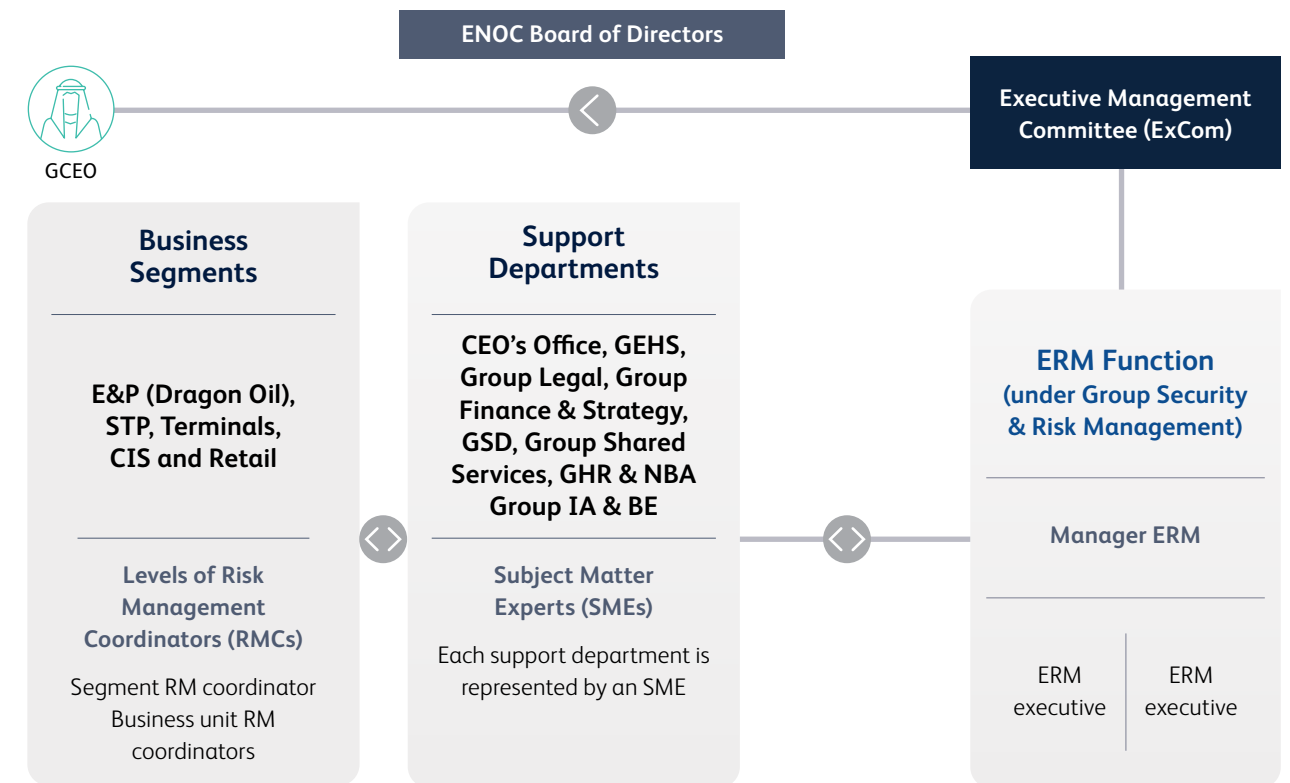
### Aligned with global guidelines

In 2019, we aligned our framework with the revised ISO 31000:2018 Risk management – Guidelines, in recognition of the iterative nature of risk management. In addition, the framework is aligned with the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM Framework and the PricewaterhouseCoopers (PwC) Business Risk Model.

### Changing risk profile

ENOC's risk profile is predominantly driven by its business objectives which, in turn, are aligned to the objectives established by the Investment Corporation of Dubai (Dubai Government). ENOC will continue to serve the energy needs of Dubai, hence the associated risks are factored in for the short term. Long term considerations would primarily include enhanced focus on digitalisation of services and, to a lesser extent, diversification of ENOC's lines of business to renewable energy and alternate fuel. ENOC's businesses are consistently benchmarked against key national and regional energy players, and so the risk strategy of these businesses are also taken into account.

## ENOC Enterprise Risk Management structure





RISK MANAGEMENT

Top enterprise risks

ENOC’s enterprise-level risks are categorised into four main categories: Strategic, Operational, Financial, and Compliance. COVID-19 is considered as an emerging risk.

Risks	2020	2019		2018	
Pandemic COVID-19	1	Emerging risk		–	Strategic
HSE Risk	3	↑	4	↑	4 Financial
Cyber Risk	5	↓	1	↔	1 Financial
Commodity Pricing	2	↔	2	↑	3 Strategic
Competition Risk	6	↓	3	↑	6 Strategic
Concentration Risk	4	↑	5	↓	2 Strategic
Infrastructure risk	7	↓	6	↑	8 Financial
Business interruption	8	↓	7	↑	9 Financial
Credit & Default Risk	9	↓	8	↓	7 Operational
Reputation Risk	10	↓	9	↓	4 Strategic
Regulatory non-compliance	11	↓	10	↔	10 Compliance

↑ Risk ranking increased, ↓ Risk ranking decreased, ↔ No change

Note: \*The arrows signify the position of this risk for the year compared to previous year, while the numbers in the years signify the position of the risk in that year.



Risks and mitigation measures



ENOC Group

Pandemic Risk – COVID 19

The COVID-19 pandemic has been the most significant risk that ENOC Group has had to mitigate over the last few months since Q4 2019. Following the declaration of a pandemic by the World Health Organization in late 2019 and subsequent directives issued by the Ministry of Health and Prevention (MoHAP) and Dubai Health Authority (DHA), the ENOC Occupational Health & Service Center (OHSC) has spearheaded efforts directed at the identification of COVID-19 cases within the organisation and containment measures across all business units and departments.

COVID-19 has impacted all business operations. Associated internal risk assessment and mitigation have been undertaken basis the assessment communicated to the Group by the health authorities. Areas considered for associated risk assessments are:

- Health of staff and other stakeholders such as visitors
- Containment measures
- Staffing levels
- Continuity of operations
- Upkeep of facilities and premises

Control actions in 2020

Even though specific controls have been implemented by individual business units and departments, the OHSC, in coordination with other corporate departments such as Group HR, Group IT, Group Security & Risk Management, Corporate Real Estate and Group Communications, have spearheaded efforts in ensuring that various controls are in place to treat and contain the impact of COVID-19.

OHSC has been closely coordinating with MoHAP and DHA to direct necessary action across ENOC with assistance from the above departments and business management. These controls include:

- Testing of staff
- Treatment of staff
- Providing protective gear such as sanitisers and masks
- Sanitisation of facilities
- Quarantine and isolation
- Social distancing
- Work from home policy
- Gradual resumption of office
- Regular communication
- Travel advice and guidelines
- Sustainability of business operations

The above measures will continue to get implemented till the pandemic continues to impact ENOC’s operations



## RISK MANAGEMENT

**Cyber Risk**

- Insufficiency of technology processes and legacy infrastructure vulnerable to cyber-attack.
- High threat profile of ENOC as a critical infrastructure provider.
- Lack of required manpower with the right capabilities to deal with such high-level risk profile.
- Threat actor can use existing gaps in the system, components and configurations to obtain access to sensitive information, sabotage critical systems or alter records.

**Control actions in 2020**

- Information and cyber security governance framework, policy manual and IT/OT reference architecture.
- Various tactical projects and controls have been implemented such as establishment of Security Operations Centre (SOC), secure remote access, Distributed Denial of Service (DDOS) protection, vulnerability management, endpoint security protection, full disk encryption, security proxy and web filter and security awareness sessions and correspondents.
- Various assessments and audits have been conducted such as ISR compliance audit, IT AV&PT audit, OT audits and IT/OT connectivity assessment, security code review.
- Adequate measures taken in the wake of the 2018 cyber-attacks with help from FireEye, a cyber security organisation based in the US.

**Commodity and Pricing Risk**

- Continuing sanctions against some countries have resulted in the need to source condensate from alternative distant sources, leading to upward pressure on product prices and logistical costs.
- Geo-political tensions leading to higher freight rates impacting crack spread and product margins.
- Weak global growth outlook, oil price volatility, protectionist trade policies and recessionary triggers.
- Reduction in the local demand for finished products leading to weakened refinery margins and cracks for middle distillates and fuel oil.

**Control actions in 2020**

- Sourcing of best possible alternates and blending these to control margins.
- Daily monitoring of profit and loss limits; competency of traders; compliance to trading mandate.
- Review of current market trends and implementation of hedging strategies; monitoring of strategic stock levels.
- Constant review and monitoring by Supply Trading & processing Risk Management Committee.
- Exploring alternative sources of condensate procurement.

**Exploration & Production (Dragon Oil)****Concentration Risk**

- Majority of production (avg. 90,000 bpd), currently, from a single asset-Turkmenistan.
- Predominant reliance on limited logistical channels.

**Control actions in 2020**

- Diversification to other production regions; production commenced in Iraq (8,000bpd).
- Exploration underway in Turkmenistan, Egypt, Iraq, Algeria and Afghanistan.
- Under Dragon oil: Concentration risk: Investments of close to USD 13 billion planned for 2019 –these investments were done in various exploration interests.
- Inclusion of Russia in production transport route in addition to the primary route through Azerbaijan.

**Supply Trading & Processing****Concentration Risk**

- Non-availability of economically priced quantities of feedstock as a result of sanctions.
- Regional political developments leading to lack of availability of raw materials.

**Control actions in 2020**

- Diversification of procurement sources – the US, Australia etc.
- Control of overall costs by blending appropriate quantities of the strategic stocks.

**Health, Safety and Environment Risk**

- Safety and environmental hazards in the refinery / plant and inventory storage locations.
- Loss of manhours, facility shutdown and adverse impact on reputation.

**Control actions in 2020**

- EPCL: Annual HSE Management program; inspections with JAFZA authorities; ongoing trainings to EPCL staff on HSE aspects.
- DUGAS: Necessary procedures are in place; daily HSE inspection; reporting of all incidents and near misses.

**Terminals****Concentration Risk**

- Risk of concentration with one single large customer or change in customer needs.
- Exposure to loss due to participation in a narrow market consisting of a limited group of counterparties.

**Control actions in 2020**

- Major customers are strategic, often shareholders.
- Prudent customer selection process is in place.
- Contractual product lien protection; ability to replace customers with relative ease.

**Health, Safety and Environment Risk**

- Health & Safety issues across all Terminal entities which could potentially lead to liabilities and loss of business and reputation
- Incidents resulting from unsafe facilities and product handling related hazards.

**Control actions in 2020**

- Numerous HSE measurements in place – procedures, personnel training, Safety Management Systems, auditing and compliance.
- Continuous monitoring in place.



## RISK MANAGEMENT



### Commercial & International Sales

#### Concentration Risk

- EA Business prospects are significantly lined to the Dubai economy.
- Activity currently concentrated at the DIA, with DWC gradually emerging as a key area of operations.

#### Control actions in 2020

- Business expansion to other locations across the region is part of the business strategy; AFM & EA has diversified into other markets with either direct fuelling or partner agreements.
- Aviation fuelling activity being undertaken at 160+ airports across 27 countries.

#### Health, Safety and Environment Risk

- HSE risk identification changed from 'Moderate' to 'Significant' from a segment perspective.
- HSE risks at ELOMP – Fire incident that could lead to injury, property damage.
- Unsafe practices or inappropriate operational controls could lead to accidents.

#### Control actions in 2020

- Excellent HSE measures controls in place across all Business Units.
- All BUs have scored high on the HSE Index.

#### Competition Risk

##### Aviation fuel

- Entry of new players in the Dubai aviation fuel market (DWC & DIA).
- Shift of large volumes on account of competitive pricing.

##### Gas marketing

- Competitors entering the market on the back of lower costs and low operational standards.
- Loss of volumes and business for Emirates Gas.

##### Industrial products

- Failure in delivery of goods.
- Higher than expected COGS.
- Loss of clients and business opportunities, bad reputation damaging brand image.
- Loss of diesel volumes to small licensed operators.

##### Lubes

- Product cost reduction by competitors.

##### EPPCO Projects LLC

- New entrants in DIA & DWC (Aviation).
- Tough competition from international brands (Lubes).

#### Control actions in 2020

##### Aviation fuel

- Entry barriers due to local infrastructure support.
- Existing infrastructure fully utilised by ENOC and other suppliers within the JIFF.

##### Gas marketing

- Marketing strategy; liaison with government regulatory bodies; Safety seminars.

##### Industrial products

- Training of professional staff; product and service innovation; marketing ideas; good consumer relationships management; market research; clients' trust; customer service, good product quality.

##### Lubes

- Long-term toll blending arrangements in place to secure product sourcing and keep competition at bay.

##### EPPCO Projects LLC

- Dependent on other players' decision and government directive (Aviation).
- Building customer relationship to enhance brand loyalty.
- Provide superior add-on services (Lubes).



### Retail

#### Health, Safety and Environment Risk

- Risk to customers, staff, suppliers and contractors from operational activities and exposure to heat, VOC etc.
- Tasjeel – non-adherence to safety standards while testing vehicles; loss of business and reputation due to mishaps.
- F&B /Franchise – risks associated with F&B items which contravene health norms and lead to reputation issues.

#### Competition Risk

- Competition within business units – e.g., retail operations and marketing, Tasjeel, F&B and franchise.
- Loss of revenues and profitability leading to brand erosion.
- Entry of other players into the Dubai retail space.

#### Control actions in 2020

- Established policy and procedures; all associated risks from site operations and activities identified in the Risk Register; effective monitoring and controlling through KPIs.
- Strict procedures followed on safety in F&B and franchise activities.
- Tasjeel – good HSE measures in place and no related instances in the past.

#### Control actions in 2020

- Knowledge of market trends.
- Periodic surveys.
- Customer retention programs (proprietary cards); world-class offers.
- Expansion of retail network. underway, with opening of new stations in Dubai and Sharjah.



## RESPONSE TO COVID-19

# Dealing with a global health crisis

During the year, we used our resources to support the UAE authorities in combating COVID-19 even as we put in place a robust plan to safeguard our employees, customers and the community. We also continued to deliver on our mandate to serve Dubai's energy needs.



### Overview of efforts within ENOC

- COVID-19 training awareness sessions conducted from January 29, 2020.
- Safety moment bulletins prepared on COVID-19 and circulated in February and March 2020.
- Health Emergency Plan developed and implemented on March 15, 2020.
- Entrance screening, fogging tunnel, hand sanitising and area / disinfection put in place.
- Work team split into several groups.
- Transport arrangement modified.

### Overview of efforts at customer touch points

#### Disinfection of cylinders

- Emirates Gas encouraged distributors to liaise with customers to leave cylinders at a designated place for collection to avoid direct human contact.
- Cylinders received from the distributors are disinfected at the receiving location.
- The filled cylinders are also disinfected before being dispatched to customers /distributors.
- All physical touchpoints on the cylinders are sanitised prior to despatch. Emirates Gas identified top part – VP Ring and top dome of the cylinder as most probable touch points. Hence their disinfection was important to break the chain.



#### Facilitating the nationwide disinfection drive

Through ENOC Link, our digital fuel delivery service in the UAE, we supported the disinfection drive of Dubai Municipality (DM) by supplying 30,000+ litres of fuel to 140 vehicles and 62 critical equipment. We also stationed two diesel trucks and one petrol truck at the Dubai Municipality headquarters to serve DM's needs whenever required. Around 12 employees of ENOC Link were dedicated to ensure the safety of drivers and helpers, as well as the well-being of the Dubai Municipality team. This helped speed up the disinfection process and saved 152+ hours of time that would have otherwise been needed for fuelling.

We supplied 3,000 litres of oil lubricants to Dubai Ambulance to help the UAE Government and health authorities combat COVID-19 situation.

### Disinfection of tankers and loading bays

- EMIRATES GAS tankers are disinfected at Jebel Ali Terminal as soon they report back after bulk delivery to prevent transfer of infection from one crew to another.
- Fogging tunnels were installed across EMIRATES GAS locations on April 9, 2020.
- All employees, contractors and customers must pass through this tunnel before entering the Company premises for sanitisation.

### Disinfection of office buildings and plants

- Disinfection of all the office and plant premises was carried across all EMGAS locations to ensure a sanitised working environment for office staff in emergency.

### Safe distancing and symptoms monitoring

- Safe distances have been marked in the cash office and different locations as a part of social distancing measures inside our premises where there is a chance of customer-staff interactions.
- All employees, customers and contractors are screened with non-touch thermometers as per government regulation.

### Other precautionary measures

- Hand-sanitising station.
- Conduct of meetings by ensuring social distancing.
- Regular temperature monitoring.



#### Complimentary disinfection of vehicles by AutoPro

AutoPro, our automotive services, provided complimentary disinfection of 1,000 vehicles of the Department of Economic Development and Dubai Police. AutoPro's on-demand mobile units were also made available for contactless automotive services.



## SUSTAINABILITY STRATEGY AT ENOC

# Securing a common future

We are working towards ingraining sustainability into our business functions and interaction with our stakeholders. Our aim is not only to deliver on our responsibility as the energy provider to the UAE in a sustainable manner but also to be part of the Government's mission towards promoting sustainable and equitable development. We embrace a policy of 'zero harm' in our exploration and production processes while ensuring the safety and well-being of our people and the larger community we serve. By affecting visible, longstanding changes within the energy industry through our sustainability leadership, we believe, we are promoting the local and global drive towards a better collective future.

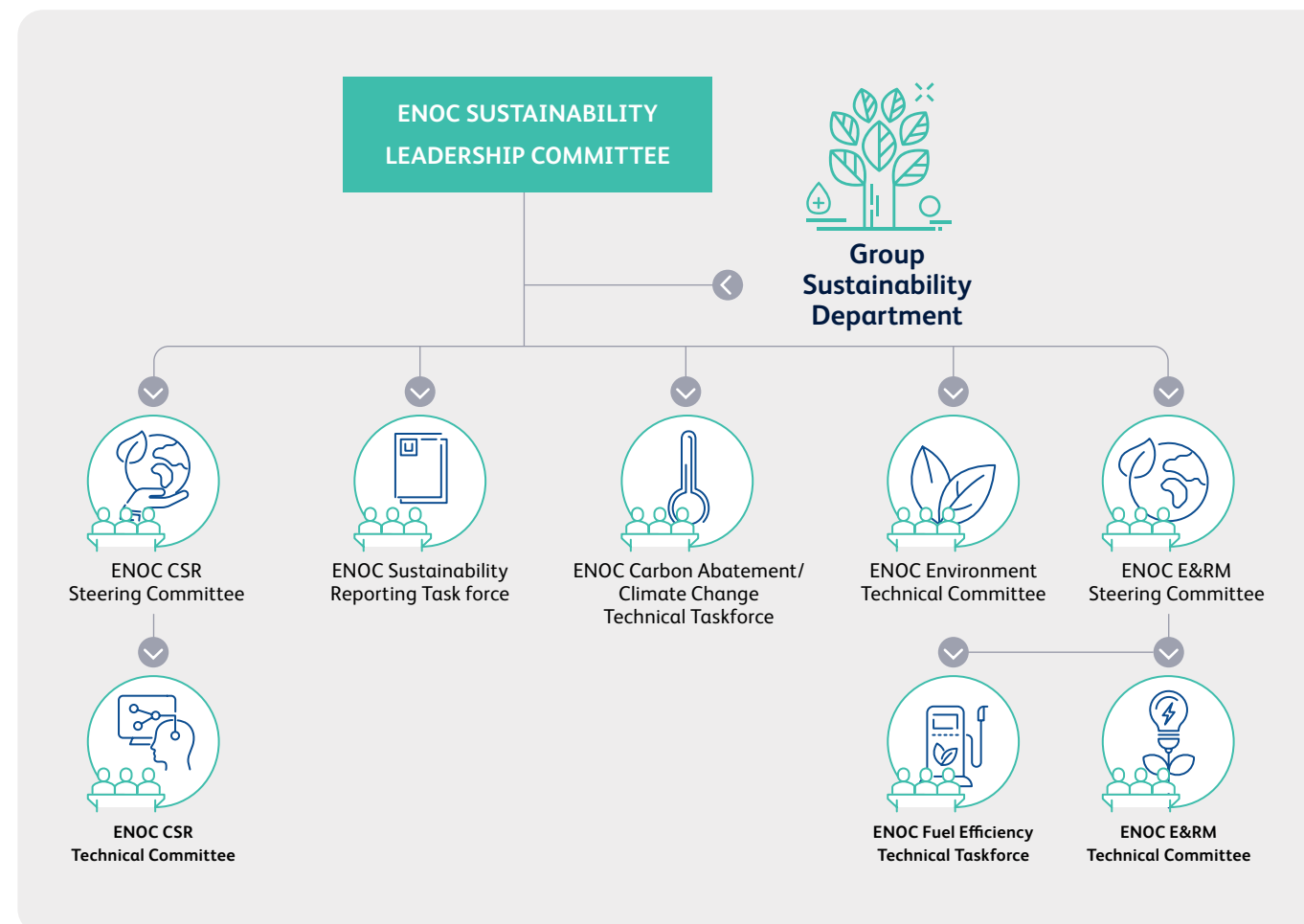


## APPROACH TO SUSTAINABILITY

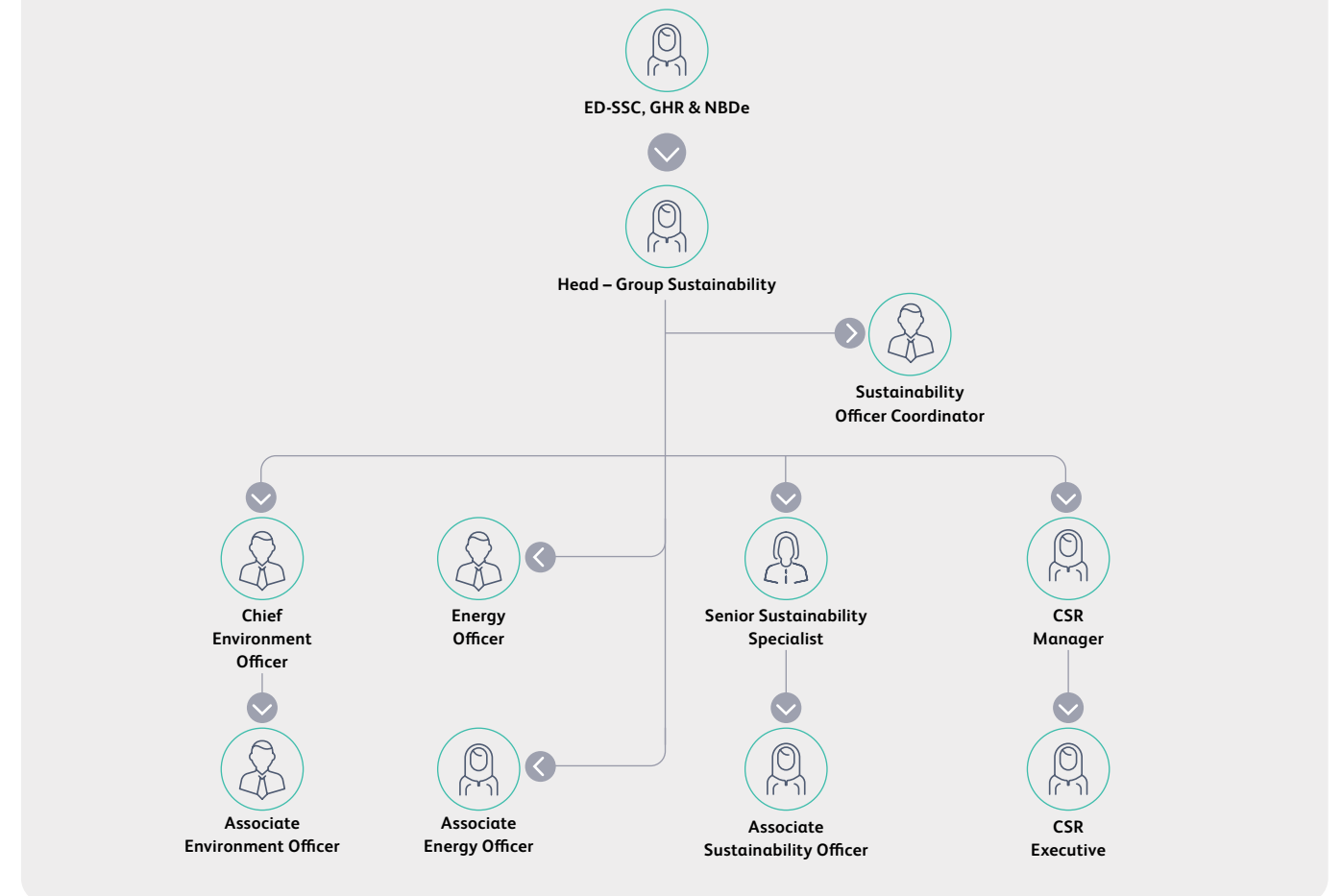
# Championing a collective mission

Our sustainability endeavours are led by the ENOC Sustainability Leadership Committee, chaired by the Group CEO. The committee lays the strategy and provides overall guidance in taking forward the Group's commitments. It acts as an umbrella for eight sub-committees that are tasked with specific duties. The Group Sustainability Department implements the action plan and is responsible for driving initiatives that promote energy and resource management, sustainability reporting and community development.

### Sustainability governance structure



### Group Sustainability Department structure



### Sustainability framework

#### Stakeholder engagement

We regularly connect with our stakeholders to understand their expectations and evolve with the changing preferences

#### Materiality

We focus on issues that matter the most. The stakeholder dialogues result in compilation of the material issues

#### Vision

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

#### Innovative

We are innovative in our ways of implementing green technologies to become more resource efficient

#### Energy partner

Our partnerships go beyond delivering our products and services. We have established partnerships with our consumers, stakeholders and shareholders to create a sustainable future for over 25 years

#### Delivering sustainable value

This is our core remit, with sustainability being the foundation of business excellence and allowing us to continuously create long-term value for our stakeholders

#### Industry-leading performance

We pride ourselves for being a high performing, competitive and industry-leading organisation

#### Sustainability targets

We set targets each year based on the material issues that matter. These form a part of the ENOC Sustainability Index applicable to all businesses.



## STAKEHOLDER ENGAGEMENT

# Enriching the bonds we share with our partners

We view our stakeholders as partners in our progress and integrate their views into our business decisions. Regular interaction with our internal and external stakeholders enables us to understand the issues material for the continued success of the Group and address them in order to create long-term value for our stakeholders.

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



### Engagement tools and platforms

### Core issues

<div>Employees</div>	<ul style="list-style-type: none"> <li>Employee health check-ups</li> <li>Employee volunteering activities</li> <li>Employee grievance redressal</li> <li>Intranet, Annual Report</li> <li>Sustainability Performance Report, Energy &amp; Efficiency Report.</li> <li>Employee Reward (CEO Award, Spotlight) and other recognition schemes</li> <li>Employee Engagement Survey (GALLUP)</li> <li>Innovate – Employee Suggestion Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety</li> <li>Career growth and progression</li> <li>Competitive salary</li> <li>Work-life balance</li> <li>Building camaraderie</li> <li>Regular sharing of Group information</li> <li>Employee motivation</li> <li>Employee involvement</li> <li>Diversity &amp; Inclusion</li> <li>Learning and Development</li> <li>Performance management</li> </ul>
<div>Suppliers</div>	<ul style="list-style-type: none"> <li>Contract procedures and project timelines</li> <li>Facility inspections</li> <li>Review meetings</li> <li>Vendor interaction meets</li> <li>Vendor performance evaluation form</li> <li>Annual performance report</li> <li>Annual stakeholder meets</li> <li>Supplier grievance mechanism</li> <li>Vendor onboarding</li> </ul>	<ul style="list-style-type: none"> <li>Timely payments</li> <li>Compliance with Company laws</li> <li>Unbiased treatment</li> <li>Green procurement</li> <li>Adherence to Service Level Agreements</li> <li>Business continuity and growth</li> </ul>
<div>Customers</div>	<ul style="list-style-type: none"> <li>Company website</li> <li>Product campaigns</li> <li>Customer Satisfaction Survey</li> <li>Grievance redressal</li> <li>Call centre 800 ENOC</li> <li>Digital display at retail stations</li> <li>Mystery shoppers</li> </ul>	<ul style="list-style-type: none"> <li>Product information</li> <li>Product benefits and features</li> <li>Product quality and feedback</li> <li>Timely availability and customer satisfaction</li> <li>Building relationships and trust</li> <li>Product and service innovations</li> <li>New product development</li> </ul>
<div>Media, International agencies and NGOs</div>	<ul style="list-style-type: none"> <li>One-on-one interactions</li> <li>Direct contact during activities</li> <li>Social surveys</li> </ul>	<ul style="list-style-type: none"> <li>Transparency</li> <li>Timely information on future plans</li> <li>Support for social causes</li> <li>Identification of areas of collaboration</li> <li>Disclosure on compliance</li> </ul>
<div>Regulatory bodies - Government</div>	<ul style="list-style-type: none"> <li>Annual report and regulatory filings</li> <li>Government committee meetings – DSCE</li> <li>Facility inspections</li> <li>Regular meetings</li> </ul>	<ul style="list-style-type: none"> <li>Ethical business conduct</li> <li>Regulatory compliance</li> <li>Environmental stewardship</li> <li>Safety</li> <li>Project approvals</li> <li>Adherence to statutory norms</li> </ul>
<div>Communities</div>	<ul style="list-style-type: none"> <li>CSR workshops</li> <li>Community visits</li> <li>Satisfaction surveys</li> <li>Meetings with community representatives</li> <li>Awareness campaigns</li> <li>SROI studies</li> </ul>	<ul style="list-style-type: none"> <li>Identification of focus areas</li> <li>Mitigation of emergencies</li> <li>Building relationships</li> <li>Improving living standards</li> <li>Direction and deployment of resources</li> <li>Awareness on social issues</li> </ul>
<div>Subsidiaries</div>	<ul style="list-style-type: none"> <li>Annual report</li> <li>JV Board Meeting</li> <li>Sustainability Report</li> <li>One-on-one meetings</li> <li>Grievance redressal</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance</li> <li>Annual performance, progress</li> <li>Plans and new projects</li> <li>Change in governance structure</li> <li>Triple bottom-line performance</li> <li>Addressing concerns</li> <li>Clarity on business direction</li> <li>Long-term business strategy</li> </ul>
<div>Leadership team</div>	<ul style="list-style-type: none"> <li>Leadership Culture Survey</li> <li>ExCOM meetings</li> <li>Sustainability Leadership Committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>Triple bottom-line performance</li> <li>Clarity on business direction</li> <li>Long-term business strategy</li> <li>Financial performance</li> <li>Disclosure and transparency</li> </ul>



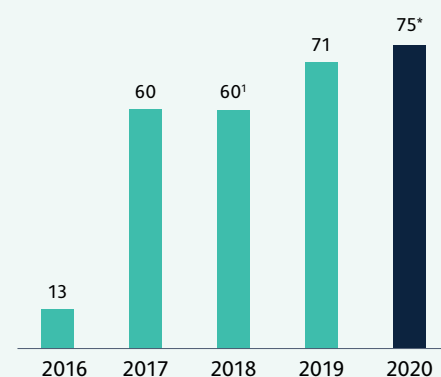
## STAKEHOLDER ENGAGEMENT

### Analysing stakeholder perception and working towards continuous improvement

As part of its five-year plan (Vision 2020), the Group Sustainability Department of ENOC, which helps the Group frame, develop and implement its sustainability and CSR strategies, had targeted to ensure that ENOC emerged as “the role model and the benchmark choice in sustainability across oil and gas industries in the region.” Evaluating three indicators, the Group Sustainability Department has deduced that the ENOC Group had not only established an exemplary track record in implementing sustainability measures and setting benchmarks, but it was also looked upon as a leader which shaped industry practices.

#### Indicator 1

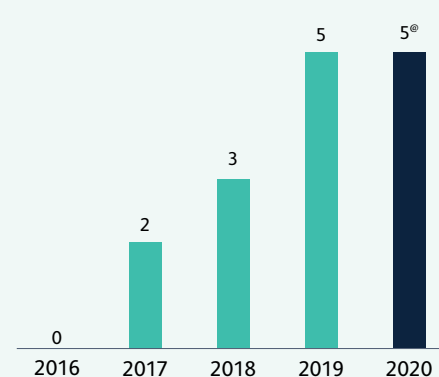
Quantifiable feedback of stakeholders on the perception of ENOC as a sustainable organisation (50% and above).



<sup>\*</sup>Based on informal feedback received from external stakeholders during benchmarking meetings

#### Indicator 2

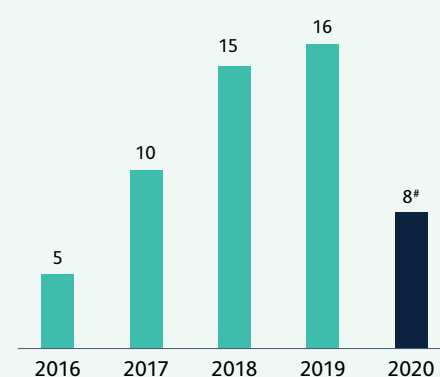
Number of peer industry and Government entities approaching ENOC to adopt its sustainability model (2/year).



<sup>®</sup>Ajman Municipality (Solar), RAK Municipality (Green Procurement), DEWA, Du and Dubai Municipality.

#### Indicator 3

Number of requests received by ENOC from peer industry and Government entities to participate in various events/conferences and workshops showcasing ENOC's sustainability model and initiatives (5/year).



<sup>#</sup> DSCE Committees – 3, Arabia CSR – 1, GRI comment on Oil & Gas sector standard – 1, ENOC & CEBC events – 2 (Mobility and Climate Finance), ING webinar on Sustainable business - 1



#### Online CSR workshop with ENOC's partners

To orient our partners to our new ‘One ENOC, One CSR’ strategy, the Group Sustainability Department organised an online workshop with Emirates Environmental Group (EEG), Dubai Autism Center (DAC), Al Jalila Cultural Centre for Children (AJCCC) and Al Noor Training Centre. Other than informing them about the future direction for CSR, the workshop underlined ENOC's expectations and the various, coordinated actions that would be undertaken to develop impactful and sustainable CSR initiatives.

#### Sessions for the mental wellbeing of employees

Online sessions were conducted to support the employees during the testing times of the pandemic and covered a range of topics including how to cope wit attendant anxiety and stress of the times. The one-hour sessions were conducted by psychologists with specialisation in corporate wellness.

#### Interaction with regulators

Despite the challenges, we conducted review meetings with Dubai Supreme Council's Executive Committee, Green Mobility Club and Clean Energy Business Council's Future Mobility Club to assess the impact of EVs on ENOC's value chain and upcoming DSCE regulations. The Group Sustainability Department also facilitated our engagement with external stakeholders, including Government authorities, advising them on sustainability matters, from green buildings to green procurement.





## MATERIALITY ASSESSMENT

# Issues that matter in the long term

To get a clear understanding of the sustainability issues that concern our stakeholders, we conducted a materiality assessment in 2016 in accordance with the requirements of the Global Reporting Initiative (GRI) Standard. The outcomes have shaped our sustainability strategy and our sustainability reporting. These issues, which are our focus areas, inform our Sustainability Index that lays down our targets for each year on these material issues.

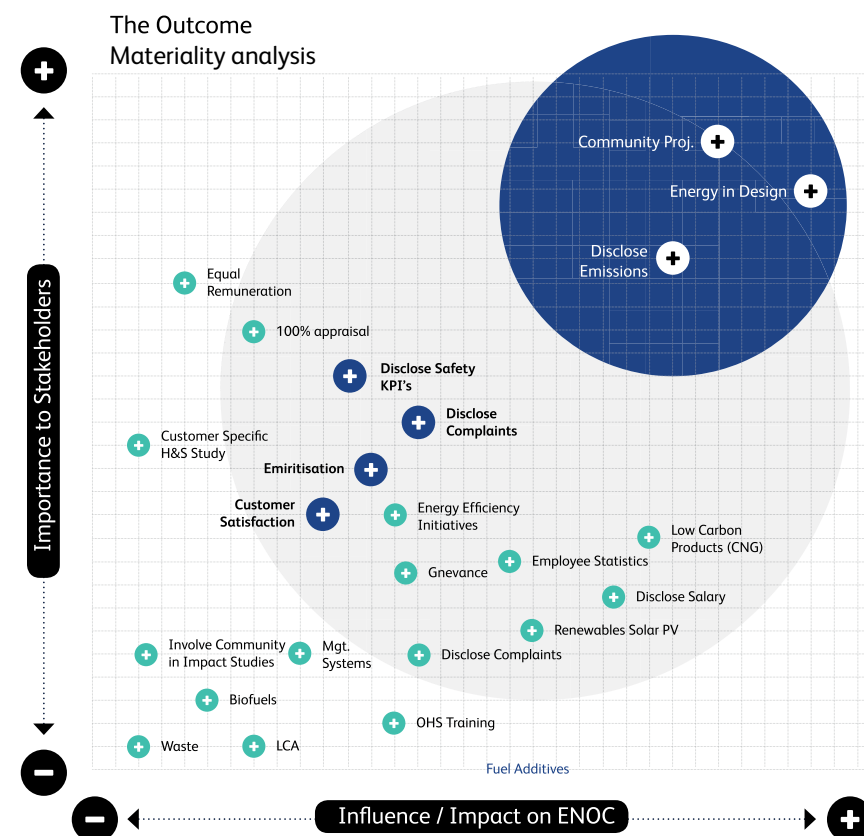
### Materiality assessment and stakeholder dialogue

Our materiality assessment was conducted basis a broad survey to understand the topics our stakeholders identified as the ‘most’ and the ‘least’ material to the organisation. In addition, we conducted a stakeholder engagement session which held focused discussions. This was followed by research that covered benchmarking against local and international oil companies, and global industry standards. These material issues are now part of our sustainability strategy and we have worked to set and achieve targets for these material issues. Each year, we review these issues and revise any changes.

Dragon Oil was acquired in 2015, and it took a period of three years to align its operations with the Group. Materiality assessment conducted for the ENOC Group during this time ensured that the material topics were relevant to the sustainability strategy of Dragon Oil. In 2019, we engaged with Dragon Oil stakeholders in Turkmenistan to have a specific analysis of our upstream operations. We visited the facilities in Turkmenistan to implement our Group-wide sustainability procedures and guidelines and conducted consultation with employees on materiality.

### Material topics

The results of our materiality exercise are depicted in the ENOC materiality matrix.



### Dragon Oil's material topics

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

## Strategic stakeholder dialogue for understanding our material issues

### 2016

- First stakeholder engagement workshop with external stakeholders

### 2017

- External stakeholders were also invited to the Sustainability Report launch event
- Identification of Dragon Oil stakeholders: Conferences with the Dragon Oil team were reviewed to spot relevant and material issues of Dragon Oil

### 2018

- Stakeholder engagement of upstream operations –engaging with external stakeholders of Dragon Oil through site visits in Turkmenistan and conducting employee materiality and feedback survey
- Stakeholder Identification Map was finalised
- Site visits and sustainability trainings were conducted
- To confirm alignment with ENOC Sustainability Index, worker surveys were conducted
- Based on materiality, Sustainability KPIs for Dragon Oil were created

### 2019

- CSR external stakeholder engagement to understand and create focus areas for community development
- Institutionalised sustainability team for Dragon Oil and integrated with GS Department team of ENOC
- Training modules and capacity building workshops
- Development of various sustainability manuals: Dragon Oil Green Procurement manual, Sustainability Principle manual
- Implementation of Sustainability Data Management System for Dragon Oil
- Conducted the Social Return on Investment (SROI) study for Dragon Oil project

### 2020

- Implementation of CSR framework and SROI plan
- CSR Strategy meetings with community development partners (NGOs, schools/institutions)
- Implementation of One ENOC One CSR strategy
- Launch of CSR Management System Manual and SROI Manual
- Launch of CSR Award



## TARGETS AND PERFORMANCE

# ENOC Sustainability Index

The ENOC Sustainability Index allows us to aim higher with our targets each year. We started this journey in 2017, with the first set of clear goal-oriented strategies, and the process is transforming the Group each passing year. A total of 21 environmental, social and economic KPIs are a part of the Index. Starting this year, CSR targets also form part of the Sustainability Index. Our targets are aligned with the developments in the energy sector in the Middle East and the UAE Vision 2021.

The aim for 2020 was to achieve 90% of all the set targets in the Sustainability Index for 2020. ENOC managed to achieve a highly encouraging result of 92%. We intend to continually push and improve by setting higher benchmarks for ourselves and excel in our sustainability performance.

## ENOC Sustainability Index

No.	Description of KPI	Measurement unit	Target 2020	Performance 2020	Status	SDG Contribution
<b>Environmental KPIs</b>						
1	Thermal energy consumption per unit	GJ/tonne (<)	(1.1)%	31%		
2	Electrical energy consumption per unit	kWh/tonne (<)	1.1%	28.20%		
3	Energy demand reduction from baseline 2013	% (>)	3.5%	2.10%		
4	Renewable energy generation	% (kWh/kWh <sub>total</sub> ) (>)	0.1%	0.88%		
5	GHG emission per unit reduction	tCO <sub>2e</sub> /tonne or tCO <sub>2e</sub> /m <sup>2</sup> (<)	(1.10)%	32%		 
6	Air emissions (SOx, NOx, PM, CO) above legal limit	% number of source above limit	0	0		 
7	Recycled water usage compared with total water consumption	% Water reuse (<)	7.5%*	16.71%		
8	Waste reduced/recycled compared with baseline	% Waste recycle (>)	30%*	39.80%		
9	Flare gas reduction compared with the baseline	% Flare reduction (<)	(5)%	(2.00)%		
10	Amount of green procurement vs. Total procurement	% Green procurement (AED/Total AED)	80%	99.00%		 
<b>Social KPIs</b>						
11	Employees who are UAE Nationals	% Emiratization	–	866		
12	Number of employees who left the company	% turnover (<)	10%	2.60%		
13	Training hours per employee	Hours per employee (>)	8	16.8		
14	Score from the Customer Satisfaction survey	Continued with 2019 study scores	–	–		
15	Gender diversity ratio	% Women (>)	20%	16.60%		
16	Completion of Ethics Training (COBC refresher)	% Completion (>)	100%	NA		 
17	LTI Incident Rate (people safety)	Rate	0.33	0.13		
18	Process Safety Incidents (process safety)	Rate	0	0		
19	Inclusion (People of Determination)	% employees	–	–		
20	Volunteering hours	Hours per employee	8 hours	–		
<b>Economic KPIs</b>						
21	Community investment	% investment against economic value retained	0.2%	USD 1.79 million		 

Achieved Not achieved Introduced in the Index Close to set target



## OUR CAPITALS

# The levers that drive our performance

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



### Human Capital

We value our human capital – the team that makes us strong. Our operations require people with specialised skill sets. The diverse skills and experience of our workforce contribute to our growth story. We provide an encouraging and safe work environment with a continuous focus on training and professional development of our employees.

Read more on page **100**



### Intellectual Capital

We innovate for developing new products and services. We deploy best-in-class technologies for improvement

Read more on page **58, 64**



### Natural Capital

We value the delicate balance of our operations and the natural environment. We carry out our operations in an environmentally-conscious manner.

Read more on page **72**



### Financial Capital

Our aim is to enhance our financial capital and maximise our asset utilisation, optimise capital allocation and maintain a strong balance sheet.

Read more on page **66**



### Social and Relationship Capital

Strong partnerships steer us in the right direction. We engage, disclose information, listen carefully and communicate with our shareholders and lenders, suppliers and contractors, employees, governments, communities and civil societies.

Read more on page **100**



### Manufactured Capital

We invest in world-class equipment and machinery to ensure we operate as efficiently and safely as possible, both at our current operations and in our expansion projects.

Read more on page **14, 20**





## VALUE CREATION MODEL

# How we create value

### Inputs

#### Natural Capital

ENOC specific energy consumption	0.51 GJ/tonne
Dragon Oil specific energy consumption	27.8 GJ/bopd
ENOC Water Intensity	0.052 m³/tonne
Dragon Oil Water Intensity	8.712 m³/bopd

#### Human Capital

Total employees	12,000
ENOC Training Hours per full time employees	16.8 hrs/employee
Dragon Oil Training Hours per full time employees	14.6 hrs/employee

#### Intellectual Capital

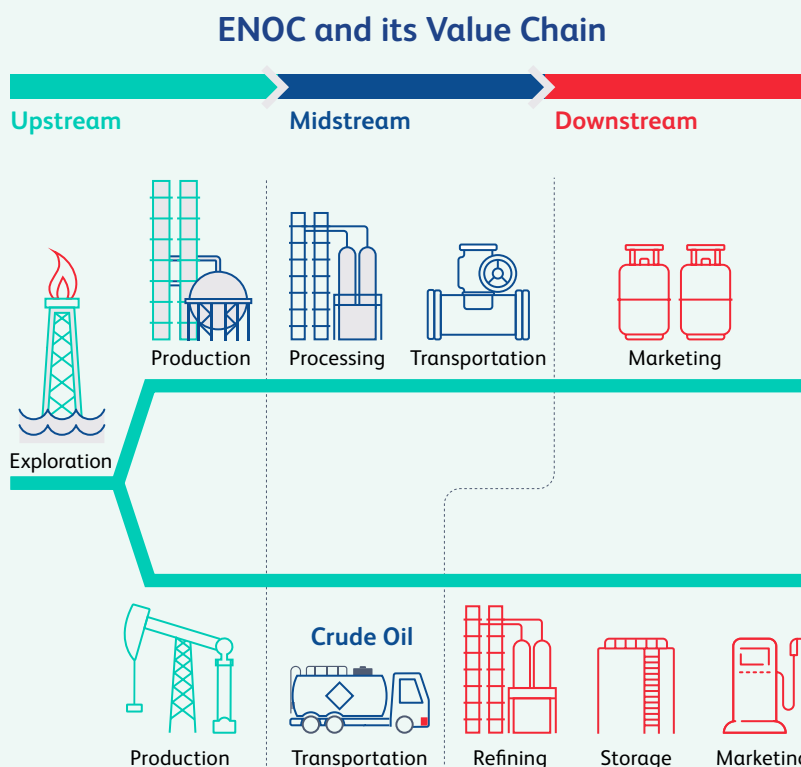
Strategic partnership with technology  
Indian Oil Company (IOC) R&D,  
GE Baker Hughes

#### Manufactured Capital

Refinery capacity	210,000
Spend on climate change and E&RM initiatives	more than AED 60 million

#### Social and Relationship Capital

Spent on indigenous supplier	19.8*
ENOC Community investment	2.24*
Dragon Oil Community investment	4.33*
CSR Employee Voluntary Hours	4,522 hrs in 2017-2020



### Output

24.6% reduction in specific energy consumption from 2014-20	25% reduction in specific GHG emissions from 2014-20
383,019 m³ Water recycled	0.44 kg/tonne Waste intensity

43 Collaboration with universities	1983 Millennials: Number of employees <30 years
------------------------------------	---

0.13 Lost Time Injury Frequency rate (LTIFR)
--

100% Customer satisfaction action plans implemented across 13 businesses.
---

67,190 bopd Dragon Oil crude throughput	43.8 million tonnes ENOC production
	60+ Country presence

2,276,401 Beneficiaries of CSR programs from 2017-2020	125 CSR awareness campaigns 2017-2020
--	---------------------------------------

63,245 hrs Total number of CSR training hours in 2019 and 2020	One ENOC, One CSR Strategy implemented
--	--

AED 20.55 million Social return on investment (in select CSR projects includes Dragon Oil)
--

### Outcomes

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

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

- Driving innovation culture
- Concerted collaborations
- Creating digital ecosystem

- World-class infrastructure facilities
- Energy security
- Product stewardship
- Strong supplier relationships
- Sustainable cash flows
- Strong EPS

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

### UN SDGs



\*AED million

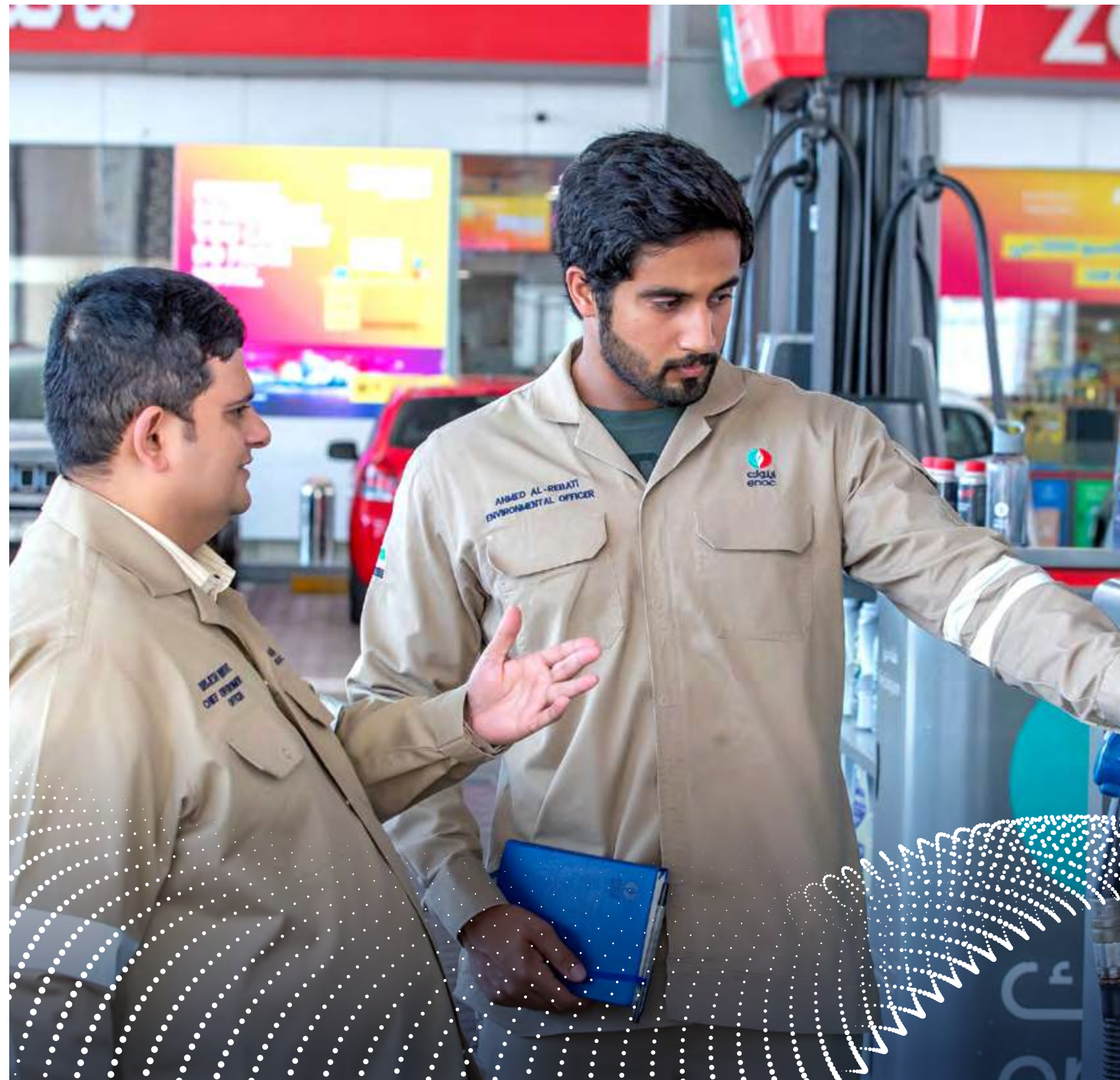
\*Excludes dragon oil





## RESPONSIBLE GOVERNANCE FRAMEWORK

# Strong corporate governance earns abiding stakeholder trust

At ENOC, we believe that a strong governance framework guided by integrity, ethics and responsibility is key to achieving success and long-term stakeholder trust. Our focus is to optimise the energy value chain so that we achieve the best utilisation of natural resources to promote equitable and sustainable development in the regions where we operate. Our governance framework is instrumental in ensuring transparency and accountability regarding our operations and making this a part of the composite 'One ENOC' culture.



### Material issues

-  Disclose complaints
-  Grievances
-  Promotion of local suppliers

### Highlights

**33** Hours  
Ethics training

**472**  
Participants in Ethics Week sessions

**94.28%**  
Procurement from local vendors

### Our contribution to UN SDGs



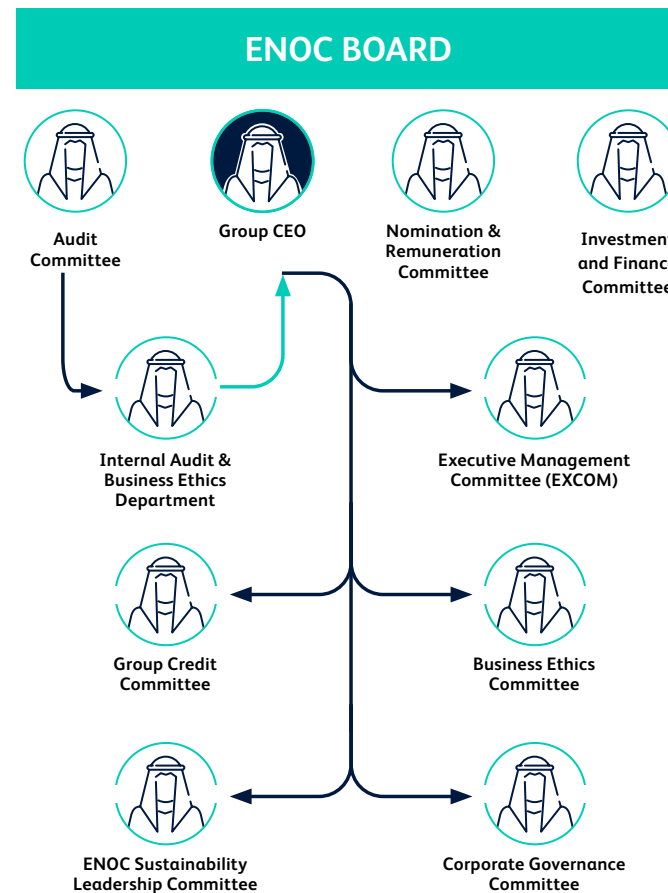


## OUR FOUNDATIONS

# A value-based approach

### Governance structure

The Board of Directors (The Board) is the highest governance body at ENOC and is responsible for deciding on the strategic direction for the Group. It is also the Board's responsibility to assign top management positions and monitor the Group's all-round performance. The Board consists of seven experienced business and government leaders of the UAE. ENOC's senior management team and independent auditors assist the Board in overseeing whether overall performance objectives are met, and that organisational initiatives, annual budgets, financial plans, investments, financial performance reviews, risk management practices, and corporate governance initiatives are properly implemented. Apart from the Board, our governance structure also includes three independent committees that report directly to the Board, and five corporate committees that report to the Group CEO. (Refer Page 1, 2, 3 of this report for Board structure and the composition of our executive management.)



Upholding strong business ethics, integrity and implementing the highest standards of corporate governance is among our topmost priorities.



## Values



### Teamwork

Working together by sharing ownership, responsibilities and outcomes



### Integrity

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



### Transparency

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



### Respect

Acknowledge, recognise, and value all stakeholders



### Customer Focus

Position customer first in all that we do



OUR FOUNDATION

Code of Conduct

Working responsibly while maintaining high standards of business ethics and compliance is a top priority for the Group. We consistently update our policies and Code of Conduct to align them with stakeholder expectations and the fast-changing global and local industry dynamics. We also regularly train our people on these values so that they can imbibe them. This year, we revised our Code of Conduct and rolled out our Business Ethics & Compliance programme to UNIFCO and ENOC Misr to ensure we function as ‘One ENOC’. We conducted awareness sessions and compliance monitoring assessment for ENOC Joint Ventures and subsidiaries. The Personal Data Breach Response Policy was also put in place to ensure that we are able to respond swiftly and effectively in the event of personal data breach.

Code of Business Conduct

Our Code of Business Conduct (COBC) not only clearly enunciates our organisational values and principles but also establishes a standard of professional conduct that we expect our employees to always demonstrate. Guided by the One ENOC culture, the code acts as a central reference point for decision-making while

encouraging transparency, consistency, and impartiality in the Group’s functioning. We communicate and regularly impress upon our employees the importance of these tenets that guide organisational behaviour through e-newsletters, emails, press releases, posters, e-learning modules, and awareness sessions. The Business Ethics & Compliance program and its policies were implemented in Dragon Oil in 2018.

Regular review of business ethics policy

We have established a Business Ethics Committee (BEC) to oversee business ethics and compliance concerns. The committee ensures that an ethical business environment is maintained through review and implementation of the Business

Ethics & Compliance (BE&C) policies and procedures. The BE&C policies are reviewed regularly and new initiatives are launched to encourage discussions on ethics and compliance and generate greater awareness on these issues. The BEC members are appointed by the ENOC Board Audit Committee.

Key policies

- 01  
ENOC Anti-Fraud Policy and Framework
- 02  
ENOC Conflict of Interest Policy
- 03  
ENOC Whistleblowing Policy
- 04  
ENOC Gifts and Entertainment Policy

Revision of ENOC Code of Business Conduct

ENOC Code of Business Conduct (COBC or the Code) was revised in 2020, in alignment with the Dubai Government’s Code of Ethics and Professional Conduct – Executive Council Resolution No. (12) of 2020 – issued on February 15, 2020. The revision was made in order to reflect the emerging ethics and compliance trends.

Key changes to the Code

Application of the Code

The Code is now applicable while performing duties/responsibilities within and outside the Group’s premises.

Additional principles

Additional principles were added including ‘Knowledge Sharing’, ‘Proficiency’ and ‘Positivity’.

Tolerance

Dress code principles were added to ensure our employees adhere to the accepted and appropriate dress code stipulated under HR policy when representing ENOC.

Company’s responsibilities

The Code lays down the responsibilities of employees and line managers. The Group’s responsibilities towards the implementation

of the ENOC Code of Business Conduct have been added.

Conflict of interest

‘Employee Relatives’ terms have been extended and additional ‘Conflict of Interest’ scenarios were added.

Misconduct Reporting Lines

A new section was added to provide employees with reporting guidelines.

Additional Compliance Topics

New sections on Insider Trading, Anti-Money Laundering, Corporate Social Responsibility, due diligence and Trade Laws (import/export/sanctions) have been added.

Scenarios

New ethical scenarios were added to provide real-life scenarios and Q&As for practical application of ENOC COBC.

Periodic updates

HSE, Privacy, Proprietary and Confidential Information and Use of IT and Security sections were updated.

Members of the Business Ethics Committee (BEC)

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

Awareness on business ethics

To emphasise the importance of ethics in the workplace, as well as to regularly reinforce it as part of the overall organisational culture, we organise training and awareness sessions annually, involving all business units. Training is conducted through a series of e-learning modules, some of which are mandatory and some voluntary.

Mandatory

Conflict of Interest video and e-learning courses on Code of Business Conduct and Conflict of Interest policy to raise awareness.

Optional

Fraud awareness, data privacy, information management, anti-bribery, corruption and how to conduct an effective investigation.

Trainings conducted in 2020	No. of participants
Roll-out of COBC in UNIFCO	52
Roll-out of COBC in ENOC Misr	45
Roll-out of third-party Code of Conduct in Retail and STP	42
BE&C Champions refresher training	12
Culture of Integrity campaign	239
Ethics Week	379
Tasjeel induction	8
<b>Total</b>	<b>777</b>

Trainings	No. Sessions	No. Employees	Duration
Roll out of COBC in UNIFCO	4	52	2 hours each
Roll out of COBC in ENOC Misr	5	45	2 hours each
Roll out of Third-Party Code of Conduct in Retail and STP	1	42	1 hour
BE&C Champions Refresher Training	1	12	1 hour each session
Culture of Integrity Campaign	26	239	Half an hour each session
Ethics Week	4	379	1 hour each session
Tasjeel Induction	1	8	1 hour each session
<b>Total</b>	<b>42</b>	<b>777</b>	<b>33 hours</b>



## OUR FOUNDATIONS

### Ingraining ethics

In order to further deepen the culture of integrity and increase employee awareness on business ethics, we conducted a campaign during the reporting year. The senior leadership team conveyed that ethics is a top priority at ENOC.

#### Tone at the Top

- Group CEO memo sent to ENOC Group employees to set the tone and ethical expectations from managers and employees.
- ENOC leadership team shared individual emails with employees, communicating their expectations on ethics and the fact that ethics is top priority at ENOC. The email was also to provide employees with ethical guidelines.
- 'Tone at the Top' video was published on Connect e-newsletter.

#### HR interviews

- Questions have been added as part of our HR recruitment interviews to evaluate candidates' ethical stand and to send the message to candidates that ethics is a priority at ENOC so that their mind is set accordingly before joining the ENOC Group.

26

Training sessions were conducted with ENOC managers to provide guidance on how to reshape the ethical culture plan of the Group

### Virtual Ethics Week

The Ethics Week was held between 1st-5th November 2020, to create awareness on the ethics culture of the Group. The targeted awareness sessions were conducted online, with interactive activities and training, in keeping with the COVID-19 safety protocol. The following made up a part of the event:

- Video featuring ENOC employees' discussion on what ethics means to them.
- The video was circulated on social media together with a competition for the public.
- Shared Service segment was recognised and awarded for achieving the highest completion rate in risk-based e-learning modules.
- 96 employees participated in ethics and compliance quiz.

376

Participants attended the virtual sessions in which cases studies of reported cases and anti-bribery & corruption were shared and Ask Ethics Team session was conducted

### E-learning courses on Business Ethics & Compliance (BE&C)

New e-learning modules were introduced for ENOC employees on BE&C. An assessment was carried out to identify BE&C training needs for ENOC employees based on business needs and role requirements. The following optional e-learning modules were assigned to 1,500 employees within the Group, its wholly-owned subsidiaries and JVs:

<b>Data Privacy</b> 750 employees	<b>Sanctions</b> 107 employees	<b>Anti-Corruption</b> 750 employees
<b>Social Media</b> 88 employees	<b>Record Management</b> 117 employees	



479

Employees completed the optional courses

### Vigil mechanism for reporting

While it is important to maintain transparency in the Group and set off alerts in case of violations of the Code, we also consider it important to ensure confidentiality and safety of the whistleblower. Our vigil mechanism makes it easy to report violations while ensuring accessibility and anonymity of the information source. We have established an ENOC Ethics Hotline to report ethical concerns. This is a multi-lingual platform that can be accessed on phone or online. It is managed by an external service provider to guarantee independence and confidentiality. The external service provider engages qualified consultants trained to collect relevant information and to act in the best way possible with regard to sensitive disclosures. The reporting option is also available to ENOC suppliers and vendors, who can report violation of ENOC Third Party Code of Conduct, applicable laws and regulations.

### Gift and Entertainment System

Our Gift and Entertainment System went live in September 2020. Employees can access the system via the ENOC internal portal. The system provides better visibility and oversight on Gift and Entertainment (G&E) disclosures and allows tracking of G&E activities in a central system.

### Ask Ethics

Ask Ethics is a tool developed on the ENOC portal (ENOC Code of Business Conduct Page) that allows employees to send their enquiries on ethics. The BE&C receives notifications when such enquiries are posted. The response and follow up responses are facilitated by the system. The tool is an addition to the Ethics Enquiry line for sending any question related to ethics or compliance.



#### ENOC Ethics Hotline

**United Arab Emirates:**  
800 ENOC ETHIC  
(8003662 38442)

**Singapore:**  
1800 ENOC CBC  
(1800 3662 222)

#### ENOC Ethics Hotline Online Reporting Tool:

[www.enoc.ethicspoint.com](http://www.enoc.ethicspoint.com)



## PARTNERSHIPS AND COLLABORATIONS

# Engagements to achieve bigger goals

We engage with national and international entities to advocate and develop international practices and industry standards for sustainable business, environmental protection, and operational safety. These collaborations go beyond the energy sector and involve other engagements, such as those regarding marine safety.

### Oil Companies International Marine Forum (OCIMF)

As part of our commitment to promoting highest marine safety standards, we have been an active member of OCIMF – an international body widely acclaimed for its expertise in the safe and environmentally responsible transport and handling of hydrocarbons in ships and terminals since 2007.

Being one of the most active members in the region, ENOC sits on OCIMF's Executive Committee and many of the principal and functional committees which carry out all the activities of the forum.



We assisted OCIMF in developing a paper that sets out its ambitions and action plan on the marine environment that is in line with its vision, mission and strategic priorities. As part of the project team, we helped carry out a member survey to understand the actions that are critical to fulfil environmental ambitions in the short (2020s), medium (2030s) and long term (2040s). This was followed by the analysis of the reviews and drafting of a white paper on the collective ambitions of OCIMF on marine environment.

### ENOC has supported OCIMF in delivering its strategic priorities by



Assisting in the development of best practices on the critical areas of safety, health, security and environment.



Promoting best practices and regulatory compliance through engagement with governments and industry.



Facilitating the development of inspection and self-assessment programmes for promoting best practices and regulatory compliance.

### Public authorities supported in 2020

01

Executive Committee

02

Legal Committee

03

Inspection Processes Expert Group

04

Publications and Advocacy Committee – Tankers, Barges and Terminal Interfaces

05

Human Factors Committee

06

Programmes Governance Expert Group

07

Programmes Committee

08

Environment Committee

09

Ship-to-Shore Interfaces Expert Group

### Dubai Supreme Council of Energy (DSCE)

While we focus on providing energy security to the people of Dubai and meet its growing energy demands, we also aim to contribute to Dubai's sustainability vision captured in the Dubai Plan 2021, the Dubai Integrated Energy Strategy 2030 (DIES 2030) and the Dubai Demand Side Management Strategy 2030 (DSM 2030).

We are a key member of the Dubai Supreme Council of Energy (DSCE) and play a dual role of actively promoting Dubai's sustainable development while contributing our technical industry-level expertise in an advisory role to DSCE.

### Member of various committees under Dubai Supreme Council of Energy



Dubai Supreme Council of Energy (DSCE) Advisory Committee



Dubai Carbon Abatement Strategy (CAS) - Technical Committee



Dubai Supreme Council of Energy (DSCE) Integrated Gas Supply Committee



Green Procurement Committee



Demand Side Management (DSM) Executive Committee



Dubai Supreme Council of Energy (DSCE) Committee for CNG

### International Petroleum Industry Environmental Conservation Association (IPIECA)

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

### Energy Institute (EI)

We have been working with the Energy Institute to foster operational excellence, ethical governance and the industry's adoption of world-class HSE standards. We are leading the local chapter of the Energy Institute, and actively advocate health and safety in the oil industry.

### Other memberships

We are also an active member of Clean Energy Business Council (CEBC) and Dubai Future Council.

Some of the active memberships pursued by Dragon Oil:

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





## RESPONSIBLE PROCUREMENT

# An ethical and sustainable supply chain

As a responsible Group, we follow ethical and sustainable practices at every tier of our operations and across the supply chain. This includes ensuring that our suppliers and vendors uphold our values and principles that not only aim to lessen our impact on the environment, but also promote fair trade practices. The year saw us extend our Code of Conduct to a wider circle of third parties. Our sustainable procurement policy reduces risks for the Company, ensures a healthy and respectful work environment while strengthening compliance with anti-corruption and anti-trust legislation.

### Roll-out of Third-Party Code of Conduct

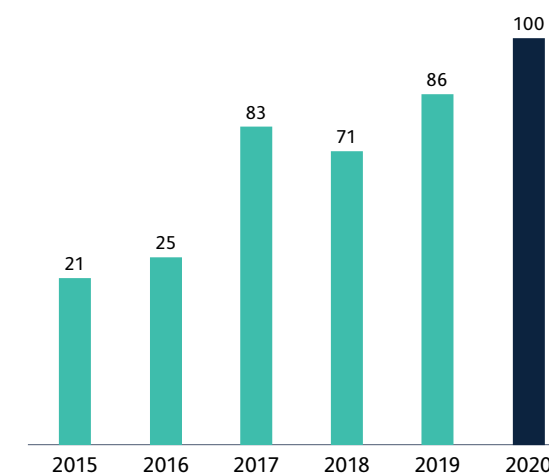
In 2020, the application of ENOC Third Party Code of Conduct was extended to ENOC Retail and Horizon Terminals Limited (HTL). We conducted an assessment with relevant stakeholders in Retail and HTL segments and then officially rolled out the Third-Party Code of Conduct on 20th July 2020. The Code is extended to 1,100 additional third parties. All third parties are required to acknowledge compliance with ENOC's Third-Party Code of Conduct to sustain a long-term partnership built on strong ethical fundamentals.

In 2020, green procurement purchases accounted for 100% of our total procurement, surpassing our target of 80%

### Green procurement

We consider it our responsibility to find, source and acquire goods and services that are sustainable and come with the minimum social and environmental cost. As part of our green procurement mission, we assess goods based on their energy efficiency, water-use efficiency, and other environmental impact. A dedicated team looks into our green procurement practices, which are backed by the Green Public Procurement (GPP) policy. A Green Procurement Officer advises us on all aspects of green purchasing. Our efforts at sustainable procurement are aligned with ASHRAE Standard 90.1-2013, Energy Star rating and LEED (v4), which supplement our own Purchase and Design Energy Efficiency Standards (GPP Standard). These practices not only help us save costs but also helps avoid supply risks and decarbonise our footprint across the supply chain.

#### ENOC GPP Penetration in 2015-2020 (%)



In 2020, green procurement purchases accounted for 100% of our total procurement, surpassing our target of 80%. All tenders raised during the year for product categories such as lights, Heating Ventilation and Cooling (HVAC), commercial pumps, electric motors, refrigerator equipment, water fixtures, and electric vehicles went through a green procurement assessment.

During the year, we registered 924 vendors after a thorough screening process conducted by BE&C for due diligence and compliance risks. We also ensure that registered vendors accept the ENOC Supplier Code of Conduct as a compliance condition to participate in ENOC sourcing/tendering activities. As part of Corporate Governance, we clearly define the values and standards in dealing with third parties, and particularly our suppliers, to maintain the highest ethical standards, including the Environmental, Social and Governance parameters.

### Green Procurement Programme

During the year, our Green Procurement Programme achieved a greater penetration for the addressable categories of spend (i.e. HVAC, Lights, Electric Motors etc) on the back of several initiatives:

- **Building capacities:** We conducted four training sessions for end-users from different segments to help them understand our Green Procurement objectives, scope, process and benefits and how to effectively implement the energy efficiency standard for business purchasing decisions.
- **By ensuring that Green Procurement is a solid KPI** and part of the balanced score card of all ENOC business units.
- **ENOC Energy Award:** The award celebrates business units with best Green Procurement initiatives and outcomes.



### Local procurement

ENOC works with the Dubai Small and Medium Enterprises (SME) Establishment to support local suppliers. The Dubai SME Establishment exclusively caters to the needs of local SME companies, helping create the right ecosystem for their survival and growth. Enriching the local economy by encouraging local suppliers and local participation has always been a part of our business goal. This year, we awarded SME suppliers of the region with contract worth AED 19.8 million.



## RESPONSIBLE PROCUREMENT

### Ethical and socially responsible sourcing

The Chartered Institute of Procurement & Supply (CIPS), a UK based global professional body working for the purchasing and supply professionals, uses a holistic approach in considering the impact of environmental, economic and social factors along with price and quality during sourcing and supplier management cycle which adds a real value to the Group.

In addition to being included in the Global Corporate Ethics Register by CIPS, we attained the CIPS Corporate Ethics Certificate and Kite Mark. The certification reinforces our assurance of ethical sourcing and supplier management. Companies displaying the mark have signed a Statement of Commitment to ethical sourcing and supplier management and have taken proactive steps to safeguard against unethical conduct. The certificate is a recognition provided to organisations whose procurement staff have successfully completed and passed the CIPS Ethics Test.



#### Supporting labour rights

We detected a violation of working hours for one of our cleaning service providers. The service provider had agreed explicitly in the contract to give one day off per week to all their staff working at the ENOC premises without compromising the delivery of cleaning services to the designated offices seven days a week. However, we learnt that the service provider was preventing the staff from taking any day off and that they were working continuously throughout the week. We sent a notice to the service provider that the non-compliance, leading to violation of labour rights, might lead to contract termination. Consequently, the service provider agreed to comply by giving a day off for every staff without affecting their wages.

#### Going all the way to ensure health and safety practices

One of our Oil and Gas equipment suppliers failed to adhere to the basic requirements of Health and Safety (HSE) guidelines. Despite several counselling meetings, we found that the supplier was poorly responding to HSE compliance. Based on the recommendation of our HSE Department, the vendor management blacklisted the supplier to eliminate the HSE risks that are associated with poor HSE competency.

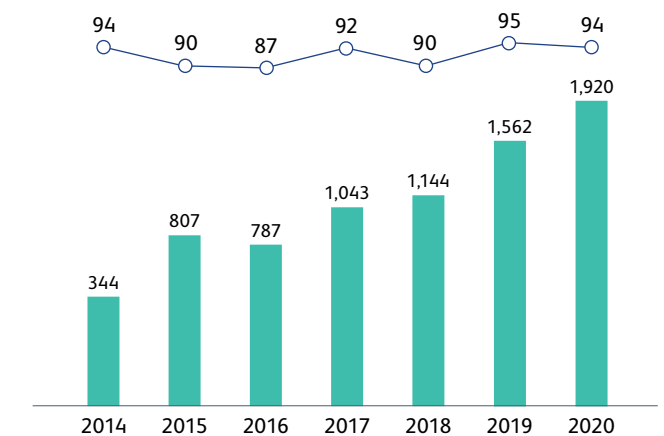


#### Local procurement

Local procurement is our way of giving back to the communities. Our local content policies go beyond revenue generation and incorporate long-term benefits for the communities where we operate. Our local procurement policy contributes to the development and empowers local communities by supporting the local economy and generating prosperity. We support local suppliers and vendors across all business units, including small and medium scale enterprises.

**In 2020, we awarded AED 19.2 million worth of contracts to our SME suppliers, which accounted for 94.28% of our total procurement**

#### Sustained high local procurement



● ENOC local procurement (in million AED)<sup>1</sup>

—○— % of local procurement

<sup>1</sup> These figures do not include Dragon Oil figures




## BUSINESS AND CUSTOMER RELATIONS

# Strategising for long-term growth

Astute asset planning, operational excellence, risk mitigation, optimisation of resources together with the adoption of digital technologies and emphasis on innovation have helped us deliver consistent performance. Going ahead, our key strategic priority areas are renewables, digitalisation, petrochemicals, gas expansion, trading diversification, R&D, international expansion, ENOC Next, on-demand and venture capital. Customer centricity will remain at the core of our business decisions.



### Material issues

-  Economic performance
-  Fossil fuel reserve
-  Customer satisfaction
-  Customer specific H&S Study
-  Fuel additives
-  Nationalisation

### Our contribution to UN SDGs





## ECONOMIC PERFORMANCE

# Demonstrating resilience amid challenges

We operate various businesses across the energy value chain that showcase strong profitability year on year. With focused diversification, strategic international investments and adoption of the latest technologies, we have consolidated our position as an energy partner of choice for some of the world's largest and fastest growing economies.

## Economic value generated



### Employees

Providing jobs for 12,000 people worldwide and spending on employee training, development and benefits



### Communities

Community development and support by ENOC and Dragon Oil



### Suppliers

Sourcing goods and services from local suppliers



### Governments

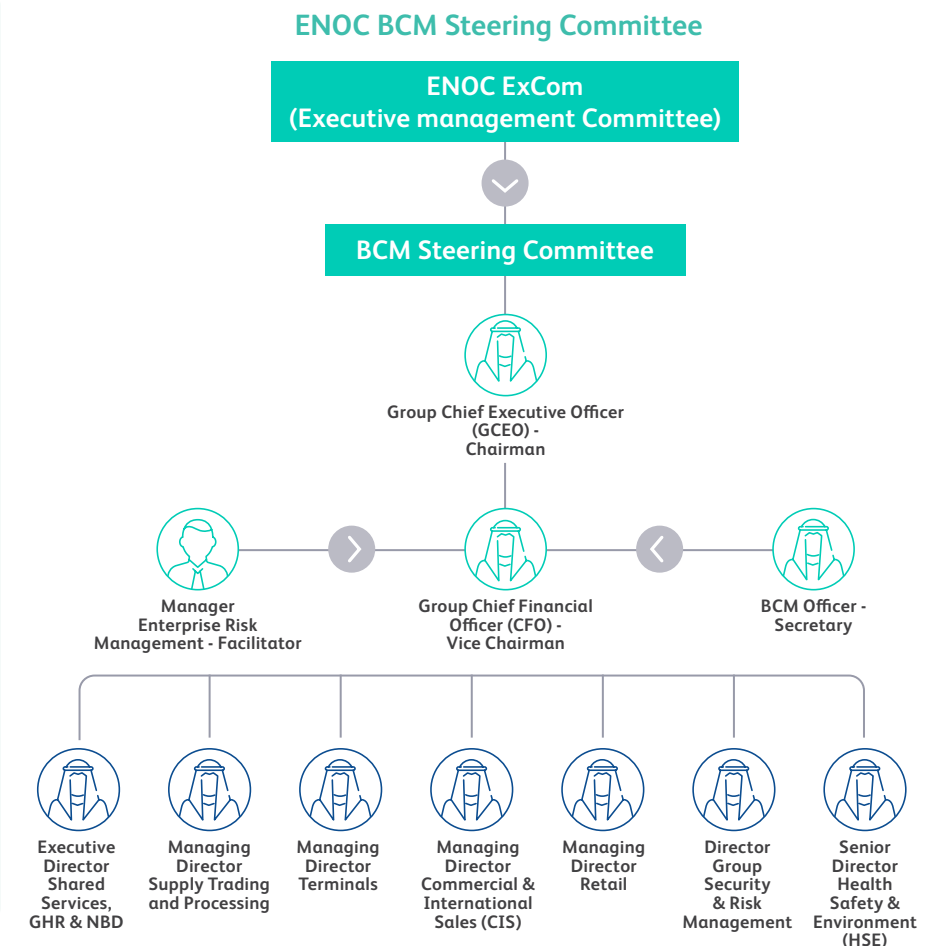
Contribution to economies through the taxes we pay

### Offering containerised fuel tanks for companies

During 2020, we introduced containerised fuel storage tanks to meet the large-scale refuelling requirements of companies involved in construction, mining and transportation sectors. These fuel tanks have a capacity to carry up to 41,000 litres of fuel and can be installed at customers' premises above the ground. This is a cost effective, environment-friendly, and safer solution to meet fuel requirements of the companies and fleet operators. Some of our strategic partners, including government organisations and private commercial customers, have already installed the new tanks in their sites, while others are in the process of acquiring them.

### Business Continuity Management

During the year of 2020, ENOC's Business Continuity Management (BCM) Policy and other framework documents were reviewed and aligned with the revised ISO 22301 standard that was published in 2019 For business continuity management. In line with the approved 2020 BCM framework, and as part of the BCM review cycle, all Business Impact Analysis and Business Continuity Plans of Business Units and Corporate Departments are revised and approved by Business Units and Department heads. Additionally, BCM KPIs related to Pandemic Business Continuity Planning and response were introduced in scorecards of all units and departments within ENOC Group. Virtual BCM Awareness and BCM domain trainings were conducted by BCM team as well as BCP exercises that were organized and conducted virtually basis pandemic related scenarios for ENOC key product supply chains and other service units.





## ECONOMIC PERFORMANCE

### Fast-paced digitalisation

We recognise digitalisation as indispensable to sustained growth in the volatile energy sector. Long-term business sustainability is supported by digitalisation and automation which have been seen to lead to massive efficiencies and increase in operational excellence by making possible data gathering at a faster pace, increased efficiencies in problem solving, reduced downtime and increased production through digitalised oilfield and a connected ecosystem. Apart from savings and increase in production through the use of smarter technologies, Artificial Intelligence, advanced imaging technology and data-gathering sensors, digitalisation has proved to be environmentally beneficial. At ENOC, we have tried and tested many digital offerings for our customers, and all of them have provided consistent returns. Our digital ventures are part of our ENOC NEXT programme, driven by AI and Machine Learning and other new-age, upcoming technologies. We are widening our business portfolio into new avenues like ENOC Link, Beema, ENOCpay etc.

### Future outlook

2020 has been a challenging year that has proven how resilient we are as an energy player. We will continue to innovate, and explore business opportunities, while addressing emerging needs of our industry.



#### ENOC Link to fuel Expo 2020 Dubai fleet

As the Official Integrated Energy Partner of Expo 2020 Dubai, we will be offering this innovative digital fuel delivery service to the Expo 2020 Dubai logistics fleet. Through ENOC Link's latest technology, we will offer a safe, streamlined, seamless process for refuelling. We are also offering advanced fuel analytics, fleet management and mileage reporting. Along with this, our B2B customers at Expo 2020 Dubai will be able to access a macro and micro view of fuel consumption through our tracking services. Our key product offerings include diesel, biodiesel B5 and B20, and petrol, provided by fuel trucks that are compliant with the highest international safety standards, delivering more than one million litres of fuel to the Expo 2020 Dubai fleet.



## CUSTOMER SATISFACTION

# Keeping customers at the heart of our enterprise

Regular customer engagement across businesses keeps us ahead of competition. In 2020, we moved beyond our regular practice of enhancing customer engagement and created a Customer Focus Action Plan KPI. As many as 13 ENOC Business Units created their action plans during the year.

Each year, we measure customer satisfaction through the Customer Satisfaction Index (CSI), Loyalty Index, and Net Promoter Score (NPS) for each business segment. Based on the results of the last survey in 2019, we tried to improve our services. The CSI, which involved 11 Business Units, returned a score of 82%, with Terminal and Retail divisions scoring the highest.

Considering the market conditions due to the COVID-19 pandemic and challenges in conducting another survey, we focused on making and implementing action plans for increasing customer happiness.

At a Group level, 115 plans were identified by 13 Business Units. These were tracked by Business Intelligence as part of Group Customer Satisfaction Study. Once the business conditions started improving, the Business Units were encouraged to go beyond the set targets. They achieved a total of 131 action plans.

#### 'Yes Rewards' – Customer reward points for fuel purchase at ENOC service stations

Customers can now win fuel points and redeem them at our retail stores. With the use of the Yes app, which can be used to make fuel and retail purchases, customers can earn points when paying for their purchase of fuel, automotive services or other purchases at ENOC convenience stores. The app can also be used at associated F&B joints such as Popeyes Chicken and Paavos Pizza. The transactions can be linked by sharing a one-time pin with the attendant.

Yes members receive e-coupons, discounts and point-based offers directly on the app which can be used across any ENOC/Eppco service stations.

Customers who downloaded the app and completed their registration also earned the chance to enter a draw to win an Audi Q5 during the first month of the launch.





## ENVIRONMENTAL RESPONSIBILITY

# Responsible resource utilisation

As part of the extractive industry, we are cautious of the environmental impact we create. Together with employee safety, we have integrated environmental protection as part of our business process. We follow a comprehensive Environment, Health, Safety, and Quality (HSEQ) Policy across our diverse businesses that ensures adherence to global and local standards on these parameters. Each year, we set aspirational targets for environment management. The ENOC Sustainability Leadership Committee sets the overall direction and the Group Sustainability Department (GSD) implements the targets with the help of various taskforces and committees. We comply with all applicable laws and regulations and provide advisory services to our external stakeholders on regulatory compliance. As many as 244 ENOC sites and departments are ISO 14001:2015 certified.

### Our contribution to UN SDGs



### Material issues

- |                                  |                                      |
|----------------------------------|--------------------------------------|
| Energy efficiency initiatives    | Waste                                |
| Low carbon products              | Biofuels                             |
| Renewable solar PV               | Life Cycle Assessment                |
| Disclose emissions               | Energy in Design                     |
| Management systems               | Produced water (volume and disposal) |
| Energy consumption and intensity | Flaring                              |

### What we have achieved since 2014

**AED 250 million**  
Cumulative E&RM savings

**706,076 m<sup>3</sup>**  
Cumulative water savings

**384,705 tCO<sub>2</sub>e**  
GHG emissions reduction

**30%**  
Reduction in energy



## MESSAGE FROM THE CSO

# Accelerating our sustainability journey

Dear Stakeholders,

I am proud to inform you that we, at ENOC, used the opportunity provided by an exceptional year to reaffirm our sustainability focus, innovate and improve our products and processes and use disruptive digital technologies to cater to the needs of the nation and its people.

The year 2020 proved to be a milestone year for us at ENOC, and not merely because of the enormous challenges we faced collectively as a nation. It opened up new opportunities for us to transform the way we operate, the way we leverage our strengths as an integrated energy provider and the way we approach our responsibilities as a corporate entity committed to the UAE's long-term strategies for sustainable growth as well as global green growth ambitions.

In a year when cost efficiency became a focus for all corporate organisations, we proved that a sustainability focus ensures better productivity and profitability. The implementation of the Sustainability Performance Index in ENOC's business units

helped ENOC achieve savings of AED 6.5 million till Q4 2020. Waste reduction throughout the organisation resulted in savings of AED 854,000. Despite operating under budget constraints on account of the pandemic, we managed to save AED 3.4 million by implementing various E&RM projects across the Group. This year, we registered 5x increase in the usage of solar PV since the incorporation of Sustainability Index, leading to savings of AED 3.2 million per year.

The year turned out to be a year of many firsts. For the first time, virtual trainings were introduced, and we were able to reach a wider audience, including overseas employees. For the first time in the history of ENOC, an award ceremony – for the ENOC Energy Award – was organised virtually. In a major achievement, ENOC became single-use plastic free. ENOC also, for the first time, has One ENOC, One CSR 2020 Calendar, which gives, for the first time, a consolidated picture of the CSR activities undertaken by the Group, expenditure, outreach and impact. In fact, the finalisation of the One ENOC, One CSR strategy and CSR competency framework proved to be a crowning moment. This will drive the Group's CSR agenda in a more harmonious manner and encourage employee volunteerism.

Our Sustainability Performance Report for 2020 provides a snapshot of the significant strides we have made during the year in our sustainability mission. This would not have been possible without the encouragement and keen participation of our internal and external stakeholders, who have been our partners in the journey. Please share with us your feedback so that can widen and deepen our green footprint.

**Alia Ali Busamra**  
Chief Sustainability Officer,  
Secretary of ENOC Sustainability  
Leadership Committee

**AED 3.4 mn**  
Saved in 2020 by the  
implementation of Sustainability  
Performance Index



We used the opportunity provided by an exceptional year to reaffirm our sustainability focus, innovate and improve our products and processes and use disruptive digital technologies to cater to the needs of the nation and its people.





## CLIMATE CHANGE AND ENERGY

# Consistent focus on decarbonisation

Climate change is real and as a leading energy player in the UAE, we have a role in reversing its effects. We reduce our carbon footprint by ensuring energy efficiency and the use of alternate fuel and renewable energy. The ENOC Carbon Abatement/Climate Change Technical Committee leads the Group towards a low carbon pathway and ensures it is in complete alignment with national and international policy changes.

ENOC's Climate Change Technical Committee members are drawn from the Group Sustainability function and Sustainability teams across our businesses. The role of the Committee is to prepare and implement climate change targets and the Company's response to environmental issues. It ensures the management is updated on the latest changes in policies. The Committee reviews the Company's GHG emissions performance and develops plans for carbon on and energy intensity reduction.

Among the key projects led by the Committee in 2020 was evaluation of the vapour recovery system in tanker truck loading

operations at the EIL Terminal. A similar system has been installed at HEFD. Tanker truck loading rack (TTLR) automation is also being implemented in terminal EIL. The pumping systems are being automated so that pumps consume minimal energy while filling tankers.

We also take up programs to enhance the climate resilience of our operations and communities around us. We are working to implement the recommendations of the Task Force on Climate-Related Financial Disclosure.

### Integrating green building design in refinery operations

ENOC Processing Company (LLC) (EPCL), a Group company, is incorporating green building design features into all its operations. At ENOC, it is our constant endeavour to design and redesign our facilities to incorporate resource-efficient practices like the use of energy efficient electric motors, better thermal insulation and thermal bridging of buildings and so on. We use high efficiency heating, ventilation and cooling systems (HVAC), air conditioning units with a high energy efficiency ratio (EER), install LEDs lights and sensors across the site and optimise natural daylighting. The incorporation of the Sustainability Index, which sets targets each year and helps in performance monitoring across the Group, has improved the use of renewables in the Company. There has been 5x increase in the usage solar PV, leading to a saving of AED 3.2 million per year.

## AED 3.2 mn

Saved each year by the Group from the increased use of solar PV

## Climate change mitigation strategy



### 1. Approach

#### Reducing operational GHG emissions

##### Efforts

Energy efficiency measures as per ISO 50001:2011.

## 384,705 tCO<sub>2</sub>e

avoided due to E&RM projects in the past 5 years

## 7.4%

reduction in specific carbon emission intensity kgCO<sub>2</sub>e/tonne in the past 5 years



### 2. Approach

#### Utilising renewable energy within operations

##### Efforts

- Installed solar panels across our fuel service stations, convenience stores and own operations
- Biodiesel 5 alternative clean fuel launched
- On-grid wind turbine installed at Dubai Expo 2020 Dubai site. The 25-metre wind turbine produces 12.7 MWh of wind energy annually

## 38

Retail fuel stations now equipped with solar panels

## 15,316 GJ

energy produced by solar panels at ENOC

### Recognised for superior energy performance

ENOC Group was awarded the coveted 2020 Energy Management Insight Award by Clean Energy Ministerial, a global forum of 25 countries and the European Commission. We were recognised for the implementation of ISO 50001, a global standard to better manage retail operations energy use from energy policies, design, procurement, maintenance

and daily operations. The award brought into focus our successful integration of E&RM into our business systems that is enabling us to manage resources better, achieve substantial energy savings and keep up a superlative energy performance.

## CLIMATE CHANGE AND ENERGY



### Rooftop solar systems for Retail

One of our main recent initiatives has been the growth plan of the Retail network in the Emirate of Dubai. The use of renewable energy forms a major part of this initiative. The installation of rooftop solar system is essential to it. In 2020, we conducted competitive tendering, taking into consideration the Shams Dubai initiative of DEWA, its first smart initiative to connect solar energy to buildings as a part of its Distributed Renewable Resources Generation programme. We awarded contractors to install rooftop solar panels in 19 fuel stations with attractive average Internal Rate of Return (IRR), which is 24% per site. This investment will not only result in freeing the cashflow from energy consumption, but also reduce the carbon footprint of our service stations.



## CLIMATE CHANGE AND ENERGY

# Service Station of the Future

As the Official Integrated Energy Partner of Expo 2020 Dubai, ENOC has created a completely self-sustained Service Station of the Future. Inspired by the UAE's national tree, the Ghaf, the station features a futuristic design, resource efficiency and self-sustainability, exemplifying ENOC's forward thinking spirit. ENOC recorded 400,000 manhours during the construction of the fuel station, with zero lost time injury, demonstrating its commitment to adhering to best practices in health, safety and environment.



## Key features of the new-age service station



### The World's First LEED Platinum Service Station

The Service Station of the Future incorporates a green building design and sports unique energy conserving measures. It is the world's first LEED Platinum certified service station.



### Sturdy Carbon-Fibre Canopy

The station has a uniquely designed canopy, shaped to resemble the exoskeleton of the UAE's national tree, Ghaf. The 133 multi-layered canopy was built using more than 37 tonnes of carbon fibre, a lightweight and sustainable alternative to steel, a first for a service station in the region. The nine tree 'trunks' that support the station were built from 43,000 sq m of carbon fibre.



### Wind Turbine System

For the first time in the UAE, a 25-metre wind turbine, generating 12.7 MWh per year, powers the station which has its own on-grid metering facility.



### Renewable Energy Powered

283 integrated transparent solar panels, installed on the canopy at the service station, allow natural lighting during the day while providing 100% UV protection.



### Application of AI and Machine Learning

The service station also includes several applications run by advanced machine learning, artificial intelligence and data analytics technologies that play a key role in customising services and retail offerings for customers, managing queue and waiting times at the forecourt, and in improving the overall customer journey.



### UV Ray-Protected and Corrosion-Proof

The canopy encloses a leaf-shaped ethylene tetrafluoroethylene (ETFE) cushion canopy, said to be 100 % UV ray-protected and corrosion-proof. The canopy is illuminated with more than 3,800 LED light modules.



### EV Charging Tree to Represent the 7 Emirates of the UAE

An EV charging Ghaf tree with 4 charging units. The tree is shaded by 7 ETFE leaves, each representing an Emirate of the UAE.



### Digital Screens

Digital signage at the station consists of 12 million LED chips to illuminate the digital screens onsite instead of using conventional printed stickers.



### Advanced Vapour Recovery System

Using refrigeration condensation principle, the unit recovers gasoline vapour while controlling VOC emissions and converts 70% fumes back to fuel.



### Smart Energy Monitoring and Conservation

A dedicated building management system efficiently monitors and controls HVAC and lighting systems, as well as water and electrical consumption. High-efficiency VRF systems reduce energy consumption by at least 35%.



### Producing Drinking Water

The station produces drinkable air units that use ozonation techniques to convert water molecules from humidity in the air into drinkable water for onsite staff



### Free Electric Charging for the Inaugural year

Non-commercial users will be able to avail free electric charging services until 31 December 2021, as per Dubai Electricity & Water Authority mandates.



### Regulating Traffic

Vehicle mapping surface lighting is deployed to mark traffic flow to direct vehicles to the fuelling area, as well as entry and exit. Occupation sensors and signals at fuelling positions manage traffic flow, redirecting vehicles to empty spaces at dispensers.



### Effluent Recycling

Other sustainable features include the use of carbon filtration technologies to recycle and reuse grey water for irrigation.

The Service Station of the Future will serve the logistical needs of the fleet for Expo 2020 Dubai ahead of the global event and will serve the general public after the event as part of the Smart and Sustainable District 2020, designed to evolve beyond Expo 2020.



## CLIMATE CHANGE AND ENERGY

### Energy and resource management

As a large consumer of energy, we recognise the climate-related risks associated with our business activities especially with the refining business, which accounts for 71.8% of the Group's energy consumption.

We are committed to optimising our energy use and thereby reducing our carbon footprint in accordance with our Energy Management system that has evolved since 2008. E&RM Policy of the Company was drafted in 2010 and aligned to ISO 50001:2011 Energy Management System standards. All our businesses are certified to ISO 50001. We are aligned with the Paris Agreement, the UAE Vision 2021 and the UAE Energy Plan 2050 to reduce our carbon footprint.

Each year, we undertake various E&RM savings projects in accordance with international guidelines. Relevant KPIs and targets are set for business units. These are incorporated in the Balanced Scorecard and mapped into the Sustainability Index. E&RM Steering and Technical Committees drive excellence in energy efficiency in day-to-day operations by identifying opportunities for savings and enhancing the E&RM performance of the Group with assistance from the Group Sustainability Department.

Despite budget constraints due to COVID-19, the Group Sustainability Department achieved a total of AED 3.4 million savings as a result of implementing various E&RM projects across the Group. In September 2020, ENOC Group announced a record 97 million kWh in power savings since 2014, as a result of implementing a series of Energy and Resource Management initiatives. The Group's thermal energy savings amounted to 3.2 million GJ.

#### Energy efficiency training

In order to build a talent pool of people for enhancing our energy efficiency practices, we conduct trainings on varied topics across various business units. Key topics for the trainings include energy auditing methodology, new projects & engineering design, compressed air systems, motors, HVAS Systems, LEED Green Building ratings, lighting systems, conservation in boilers/heaters, conservation approach for the equipment -pumps.

Turning the crisis caused by the COVID-19 crisis in 2020 into an opportunity, we introduced first-time virtual trainings via Microsoft Teams. Around 880+ hours of training were delivered on Energy and 700+ hours on Environment, spreading over 31 sessions.

## AED 3.2 mn

Total savings from E&RM projects implemented across the Group in 2020



#### First ever virtual ENOC Energy Awards

ENOC celebrated ENOC Energy Awards Week culminating in ENOC Energy Award Ceremony 2020, organised virtually for the first time in the history of the Company. The event appreciated the efforts of our "hidden soldiers" within our operations during the pandemic. Our heroes showed great agility and our operations were flexible and quickly adapted to the new normal. The focus remained on energy efficient operations.

### Results of 2020 ENOC Energy Award

#### Business awards

##### Category A



Highest investment in energy saving projects

Corporate Real Estate

##### Category B



Green procurement champion of the year

Retail

##### Category C



Highest energy and resource cost reduction achieved from 2013 (baseline)

Corporate Real Estate

##### Category D



Best Energy and Resource Management Business Plan for the year

ENOC Processing Company (EPCL)

##### Category E



Highest employee involvement to promote energy and resource management

Horizon Terminals (HTL Distribution)

##### Category F



Renewable energy pioneer of the year

Dubai Lubricants Processing Plant Jebel Ali (DLPP)

##### Category G



Energy star of the year – leader in energy intensity reduction

HSTPL (Horizon Terminals)

##### Category H



Best energy and resource initiative for the year

Dubai Natural Gas Company Limited (DUGAS)

##### Category I



Best business unit of the year in energy and resource management


Dubai Natural Gas Company Limited (DUGAS)



CLIMATE CHANGE AND ENERGY

Individual employee awards


Category J



The most engaged Manager who showed real leadership towards implementation

Mr. Hamad Mohamed Ali  
Sr. Director, Gas & MTBE Operations, DUGAS


Category K



The most active ENOC E&RM Technical Committee Member

Ms. Charmaine Mendez  
HSE Officer, Retail

Category L



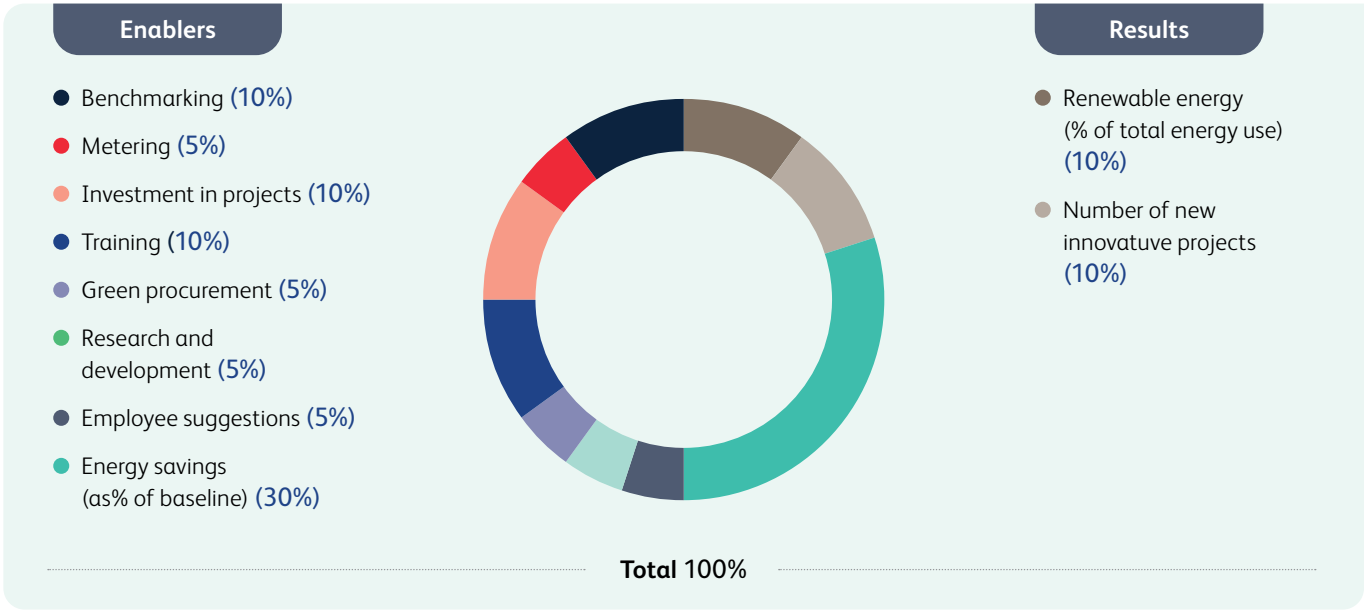
The most active Technician/Engineer involved in E&RM

Mr. Lijo Koshy  
Technical Trainer, Tasjeel

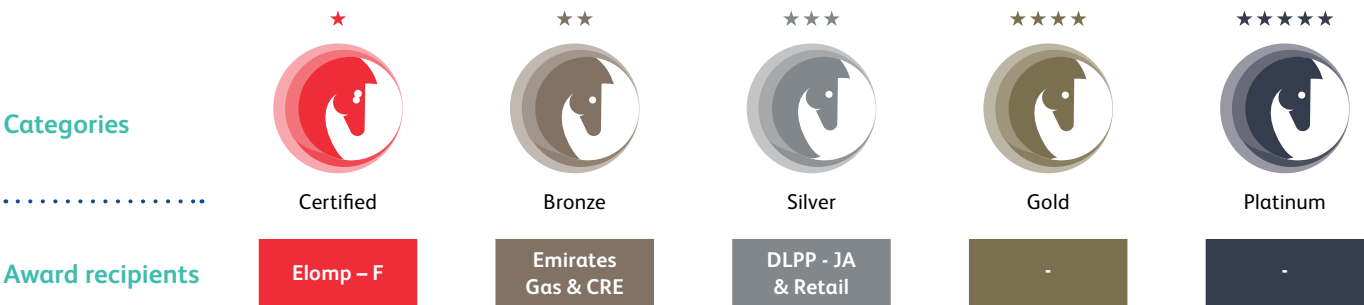
Superior Energy Performance (SEP) Scheme

With this scheme, we encourage our business units to enhance their energy efficiency in accordance with their business potential. Started in 2017, the scheme is aligned with the US Department of Energy Advanced Manufacturing Program and provides guidance, tools and protocols to drive energy savings in alignment with the ISO 50001: 2011 Energy Management System. We also encourage our employees to be innovative and submit ideas aimed at improving efficiency and increasing savings.

SEP scheme criteria for award ranking



2020 SEP results



Energy transition for a low-carbon world

We consistently improve our product portfolio, leading the low-carbon pathway. Our latest innovation is Biodiesel5, a green product for our customers. We are also equipping our fuel stations with EV charging points, keeping in mind the future of mobility. In addition, we provide CNG supply service based on customer requirements through EMGAS to medium- and large-scale businesses. We support the energy transition and encourage customers to make informed and responsible choices.

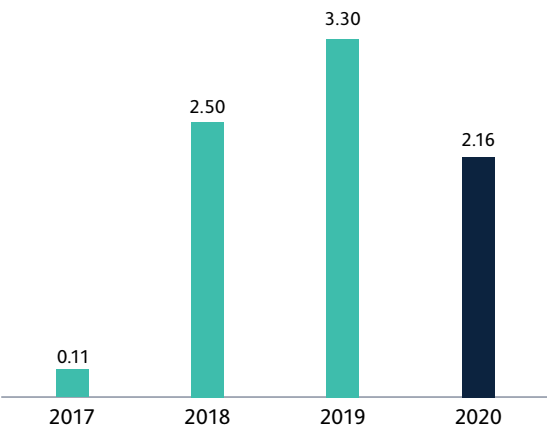
EV charging stations

We started installing EV charging stations in 2016 and currently have 11 service stations equipped with EV chargers in Dubai. We plan to expand to Sharjah and the other Emirates in the near future.

Biodiesel5

Biodiesel is processed from used cooking oil and refined through transesterification, a chemical process which involves the separation of glycerin from the cooking oil, which then produces methyl-esters or Biodiesel5.

Biodiesel volumes supplied between 2017-20 (Million Litres)



Biodiesel5 proves successful in powering traditional Abras

This year, we conducted experiments with Dubai's Roads and Transport Authority (RTA) to power five traditional Abras operating in the Dubai Creek with Biodiesel5, officially approved in the UAE. The experiment proved highly successful. The use of biodiesel reduces carbon footprint as well as the emission of harmful gasses. We compared the use of biodiesel in operating the traditional Abras vis-à-vis regular diesel. The results showed no negative effects on motors as a result of using biodiesel. The results were verified by an independent specialist company. There are 148 Abras operated by the private sector in Dubai Creek, ferrying around 13 million riders annually (90% of the total number of marine transport riders in Dubai). The existing fleet of traditional Abras uses 30 hp diesel engines that consume 1.1 million litres of diesel per annum. Replacing traditional fuel with Biodiesel5 will help in considerable reduction of carbon emissions from these Abras and contribute to Dubai's Clean Energy Strategy and UAE Energy Strategy 2050.



## CLIMATE CHANGE AND ENERGY



### ENOC Link launches biodiesel for commercial fleets

In 2020, we started offering biodiesel through ENOC Link. This is the only digital mobile fuel delivery service for businesses in the UAE, offering biodiesel fuel for commercial fleets. Through ENOC Link we offer access to Biodiesel B5, B20 and B100. We have deployed multiple dedicated biodiesel delivery trucks with tank capacities varying from 800 to 5,000 litres to serve existing and prospective customers.

### Assessing climate change impact with TCFD

We believe that our business may face risks due to extreme weather events occurring as result of climate change. There may be various risks to our assets and operations which can be classified on the basis of the changing climate change scenarios. We support disclosures in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was established by the Financial Stability Board. We are in process of evaluating risks due to climate change.

### Core elements of recommended climate-related financial disclosures



#### Governance

- Oversight and Governance:
  - a. Govt. (Ministry) level governance
  - b. Board of Directors
  - c. Committee
- Corporate governance function
- Sustainability governance
- Leadership committee
- 5 committees & taskforces: E&RM, environment technical, carbon abatement/ climate change, reporting taskforce & CSR technical committee

For more information please refer governance section page **36**



#### Strategy

- Analysis and description of all business segments of ENOC covering strategic advantages and competitive strength
- Aligning with UAE & UNSDG's priorities
- Structured materiality assessment process in accordance with the GRI Standards

For more information please refer governance section page **37**



#### Risk Management

- Risk management framework
- ERM policy, ERM manual & guidelines
  - Business Continuity Management Committee
  - Risk heat map
  - Risk mitigation strategies

For more details please refer risk management section page **24-31**



#### Metrics & Targets

- Sustainability Index score card
- Embedding the Sustainability Index within ENOC's score card, and implementing it with specific targets for the 19 KPIs

For more details please refer sustainability index section page **45**

## Performance dashboard

### Energy consumption

ENOC Group Energy Consumption	2014	2015	2016	2017	2018	2019	2020
Total Direct Energy Consumption (GJ) – Non-Renewable energy sources	23,958,153	24,514,591	22,213,044	23,033,981	20,590,071	20,215,417	21,468,800
Total Indirect Energy Consumption (GJ) – Grid electricity	457,062	500,704	547,083	529,381	473,339	699,698	693,521
Total Renewable Energy Consumption (GJ) - Solar PV	-	-	-	485	1,744	9,575	15,316
Total Energy Consumption (GJ)	24,415,215	25,015,294	22,760,127	23,563,847	21,065,153	20,924,690	22,177,638
<b>Dragon Oil Total Energy Consumption (GJ)</b>	2,173,728	2,315,996	2,101,460	1,965,085	2,158,388	2,155,313	1,867,289
Direct Energy Consumption (GJ) - Non - Renewable Energy Sources	-	-	-	-	-	-	-
Retail	1,313	4,449	6,211	8,100	6,747	7,899	7,114
CIS	55,701	59,167	63,163	69,431	75,438	70,286	47,271
Terminals	163,107	160,787	160,736	145,832	151,999	170,076	125,515
STP	23,738,031	24,265,535	21,954,957	22,781,737	20,355,886	19,967,156	21,288,901
Cylingas	-	24,652	27,977	28,880	-	-	1
<b>Dragon Oil</b>	2,141,800	2,282,873	2,069,409	1,924,380	2,115,347	2,115,347	1,816,113
<b>Indirect Energy Consumption (GJ) - Grid Electricity</b>							
Retail	241,164	255,781	267,733	255,607	300,082	306,075	291,836
CIS	54,756	55,075	55,764	43,893	34,027	34,236	22,537
Terminals	58,524	96,550	107,993	110,871	105,162	95,270	84,899
STP	48,990	38,664	60,682	92,110	11,843	244,595	275,394
Corporate Real Estate	49,691	50,149	50,472	23,556	22,226	19,521	18,855
Cylingas	3,936	4,485	4,440	3,745	-	-	1
<b>Dragon Oil</b>	31,928	33,123	32,052	40,705	43,041	39,966	51,176

### Renewable energy consumption

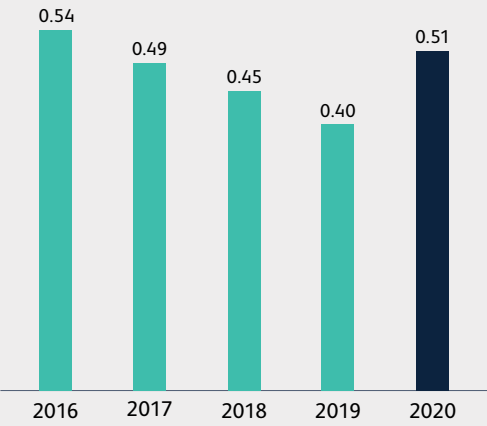
Solar Power (GJ) generated	2017	2018	2019	2020
Retail	473	1,155	8,629	12,678
CIS	13	511	818	822
Terminals	-	78	126	120
STP	-	-	-	1,684
Corporate Real Estate	-	-	2	12
<b>Total</b>	<b>486</b>	<b>1,744</b>	<b>9,575</b>	<b>15,316</b>



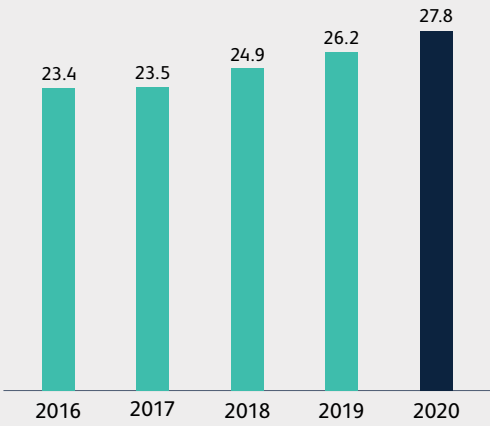
CLIMATE CHANGE AND ENERGY

Energy intensity

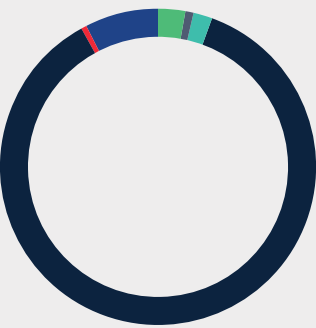
ENOC Group specific energy consumption (in GJ/tonne)



Dragon Oil energy intensity (in GJ/tonne)



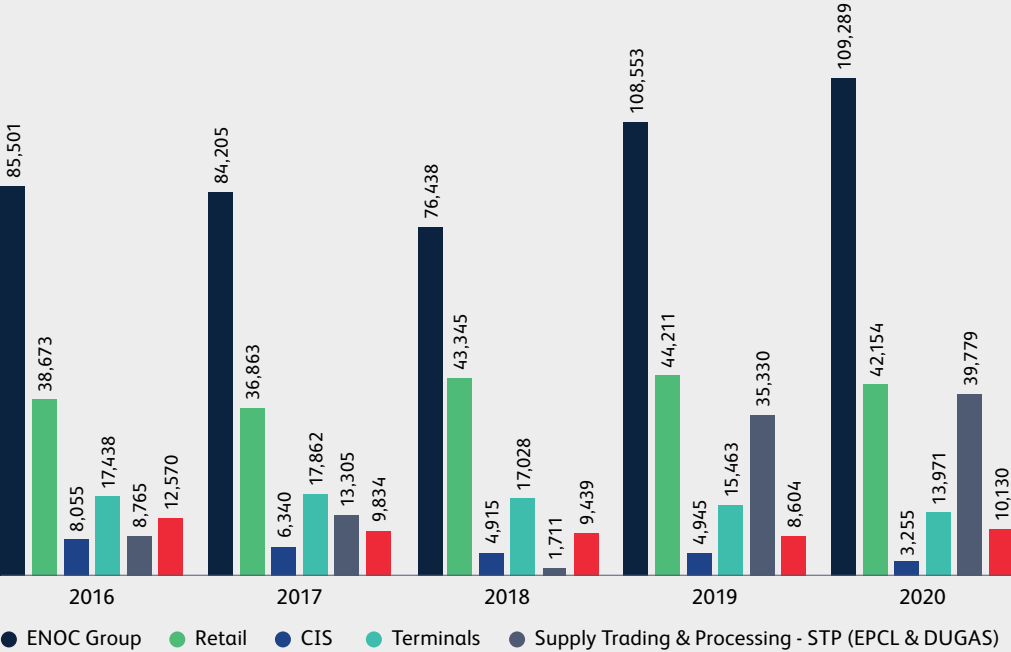
Energy consumption breakup by business (%)



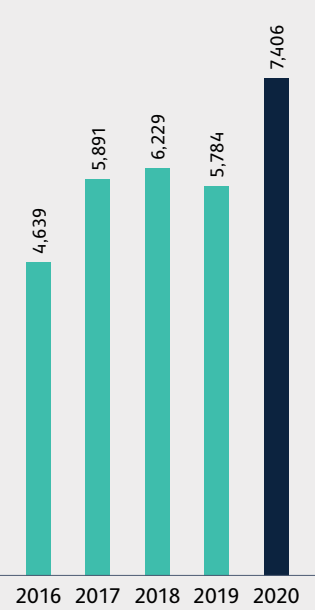
- STP - 89.7
- Dragon Oil - 7.8
- Retail - 1.2
- Terminals - 0.9
- CIS - 0.3
- Corporate Real Estate - 0.1

GHG emissions (Scope 2)

Indirect GHG emissions for the ENOC Group and Segments (tCO<sub>2</sub>e)

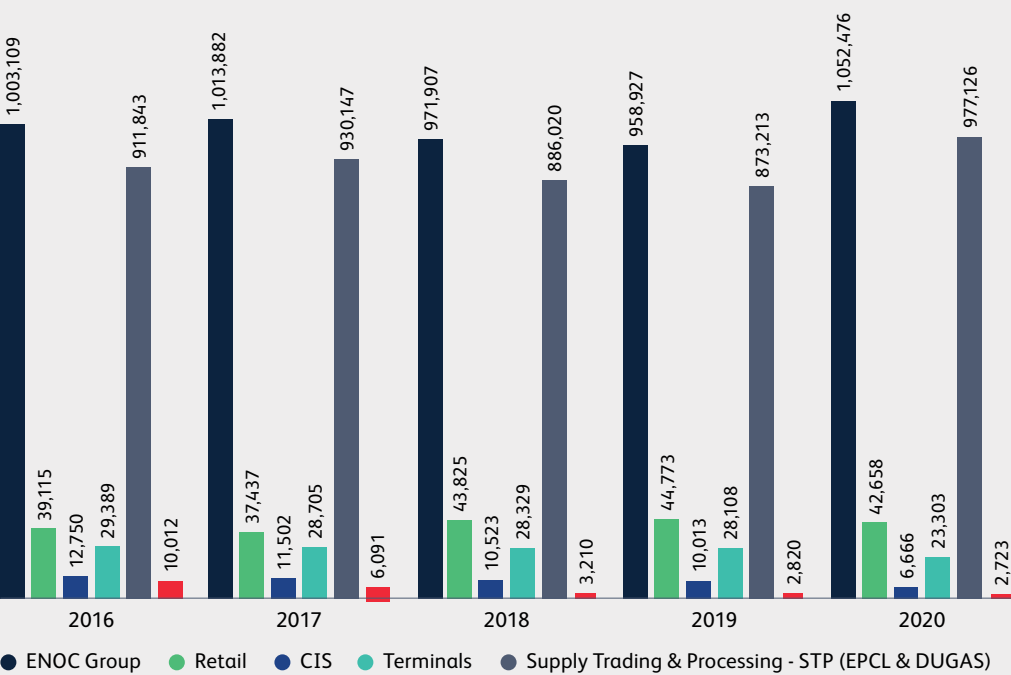


Dragon Oil (tCO<sub>2</sub>e)

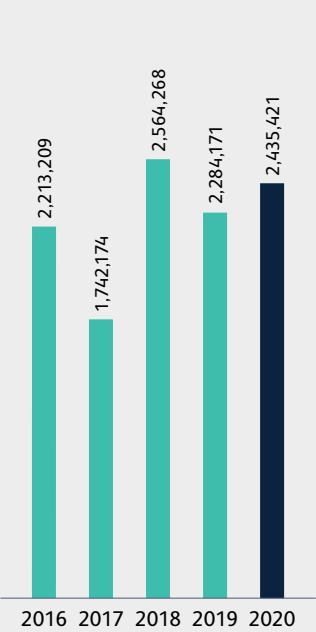


GHG emissions (Scope 1)

GHG emissions for the ENOC Group and Segments (tCO<sub>2</sub>e)

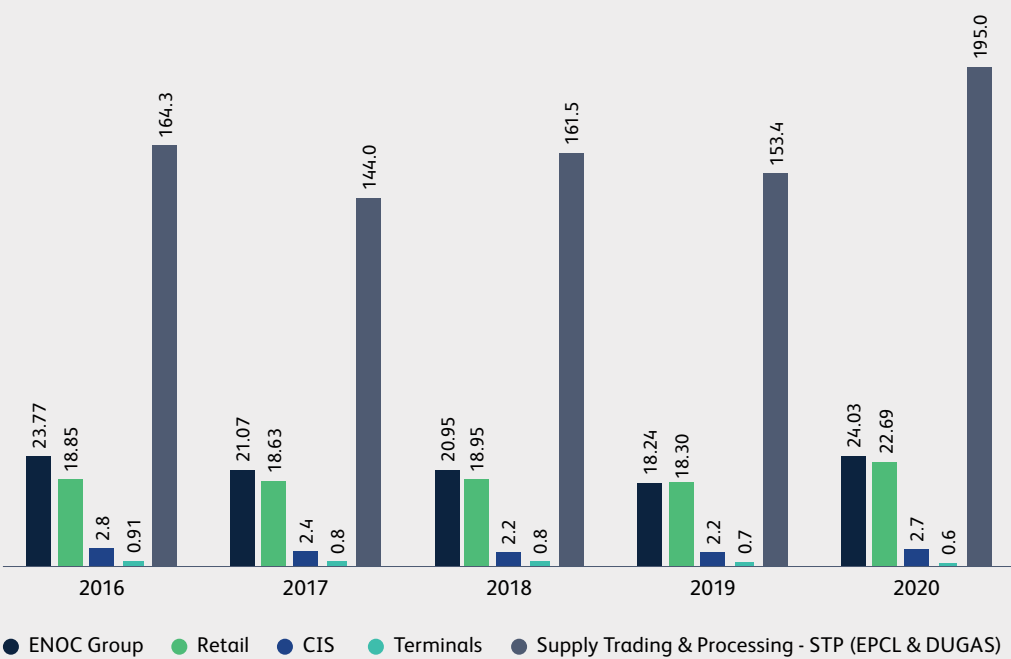


Dragon Oil (tCO<sub>2</sub>e)

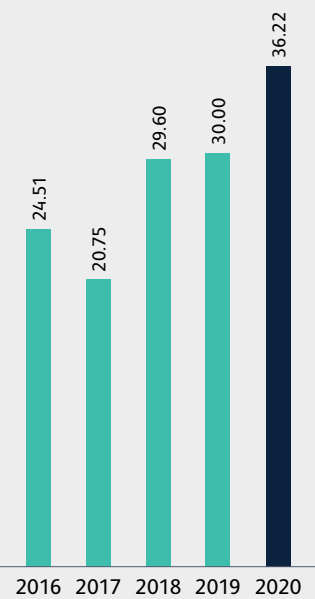


GHG emissions intensity

GHG emissions intensity for the ENOC Group and Segments (kg CO<sub>2</sub>e/tonne production)



Dragon Oil (kg CO<sub>2</sub>e/tonne production)





## EMISSIONS

# Minimising emissions with best-in-class technology

We have been closely monitoring and controlling our emissions – NOx, SOx, flaring emissions and vapours since 2007. We utilise the latest technology to keep these within permissible limits. From 2008, we have been reporting our emissions and reducing them against set targets and KPIs. The results have been encouraging.

2,190 tCO<sub>2</sub>e

Carbon emission reduced annually by ENOC through the use of Vapour Recovery System

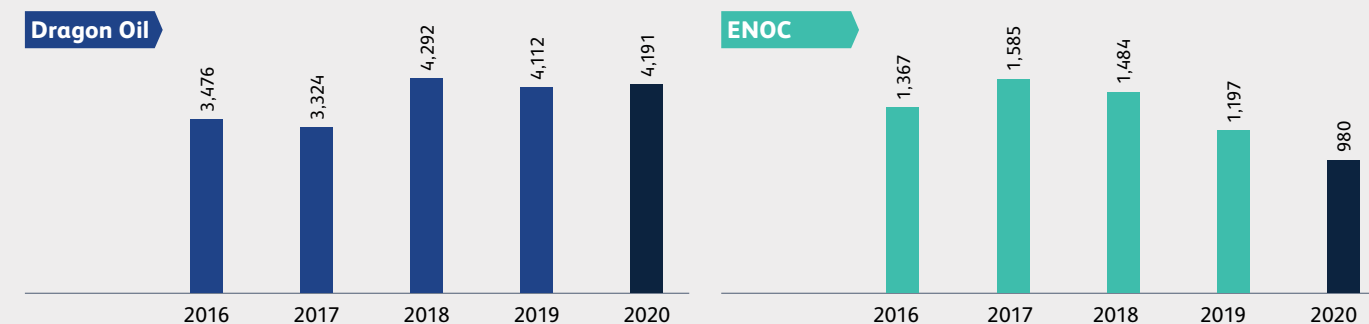
In our refinery operations, fuel combustion takes place in furnaces, diesel generator sets, flare exhausts and boilers. Nitrogen oxides (NOx) and sulphur oxides (SOx) are emitted during the combustion process.

In order to control this, we have implemented sulphur hydro-treaters at our facilities. These reduce the sulphur content in diesel oil to meet the product specifications of ultra-low sulphur diesel (ULSD) for use in our refinery operations.

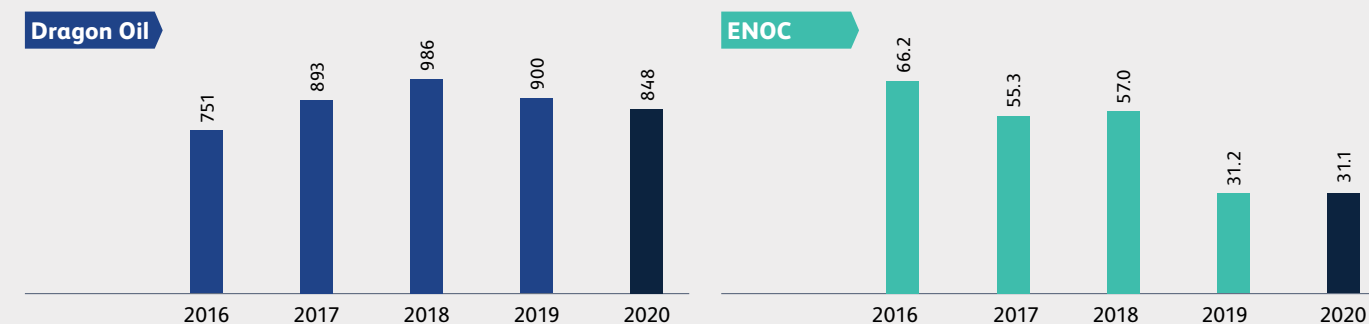
Vapour recovery systems (VRC) are installed at our fuel retail outlets to capture the vapour arising from vehicle fuelling and convert them into re-saleable fuel. VRCs are currently installed at 16 fuel stations, resulting in 512,000 litres of annual fuel recovery. It accounts for an annual reduction of 2,190 tCO<sub>2</sub>e carbon emissions and improves the quality of air by controlling VOC emissions that are harmful to human health, carcinogenic and contribute to the depletion of the ozone layer.

## Performance dashboard

### Nitrogen Oxides emitted (metric tonnes NOx)



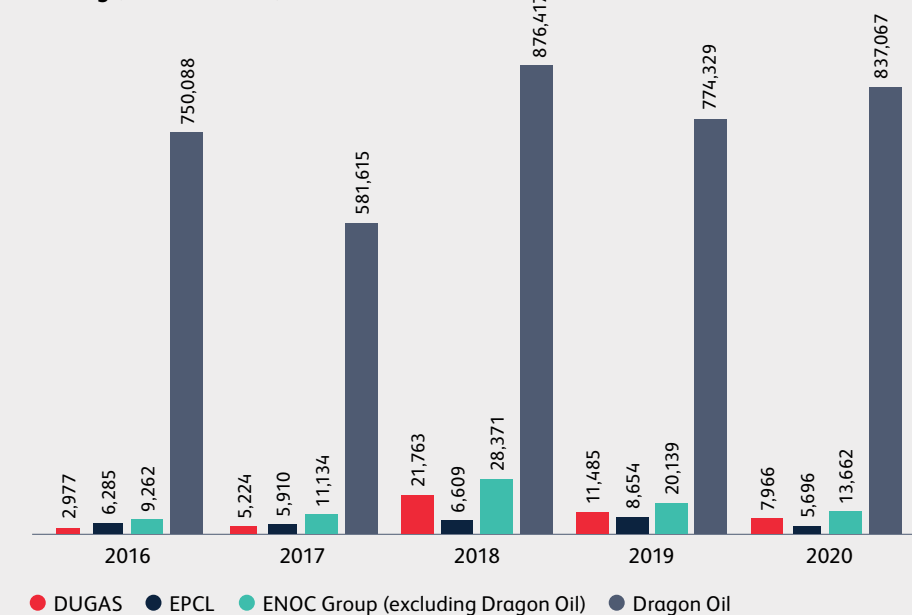
### Sulphur Oxides emitted (metric tonnes SOx)



### Flaring

Flaring refers to burning for a short time with sudden bright flame. The process releases flammable gases. Flaring constitutes a part of the operational and maintenance requirements of three of our business segments: EPCL, DUGAS, and Dragon Oil. We have online flare monitoring systems installed to measure and monitor our flaring in all these businesses.

### Flaring (metric tonnes)





## WATER MANAGEMENT

# Reducing operational water use

We are committed to reducing our water footprint and preserving water resources in line with the UAE Water Security Strategy 2036 that aims to reduce the total demand for water resources by 21%. Our water management strategy is also aligned with Dubai's target of achieving 30% water savings by 2030. We are implementing water conservation initiatives across our businesses using innovative techniques.



According to the 2019 State of Energy report of the UAE Ministry of Energy and Industry, the UAE's water use per capita – nearly 50% higher than the global average – is one of the greatest challenges facing it today. The Dubai Government has committed to reducing water consumption by 30% by 2030, and is already working on it through the Demand Side Management (DSM) strategy.

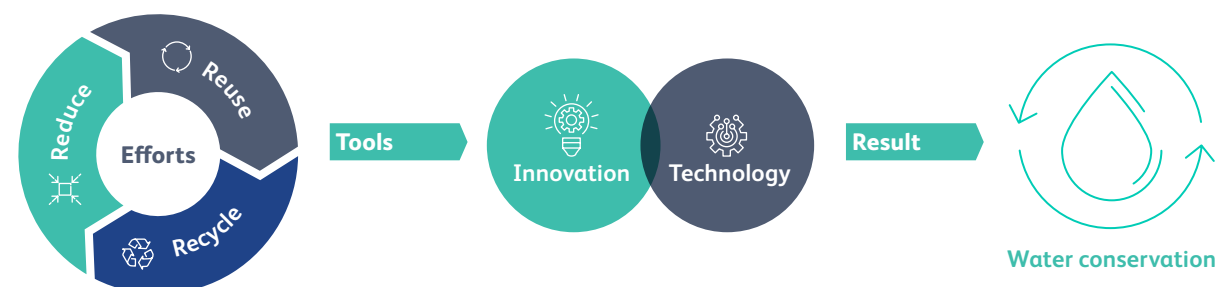
ENOC recognises its responsibility in contributing to better water management. Our priority is to optimise the use of fresh water in our processes and reduce the amount of wastewater we generate. Our measures to reuse water are implemented across our businesses. We are also recycling wastewater and using it for car washing facilities and irrigation at DUGAS and EPCL. Carwash recycling systems, Oil Water Separators (OWSs) and Wastewater Treatment Plants (WTPs) are part of our recycling efforts. In addition, where feasible, water efficient fixtures and water leak detection systems are installed in new buildings and facilities.

In 2020, our water conservation efforts included exploring the possibility to recycle/reuse the treated water generated at EPCL by other ENOC BUs and the community in the vicinity. We also replaced old carwash recycling systems with the new ones at 11 retail sites.

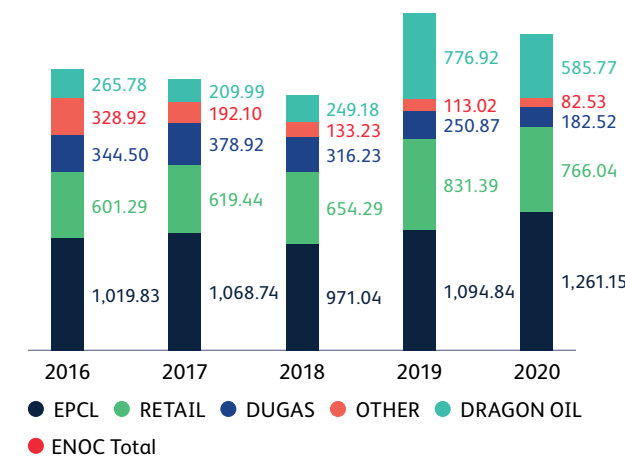
During the year, the Group recorded 477,000 cubic metres in cumulative water savings since 2014. Horizon Jebel Ali Terminal, DUGAS and Tasjeel have contributed up to 40% water savings. In 2020, the Group recycled 16.71% of its total water consumption, an equivalent to 3,83,019 cu m, helping reduce freshwater consumption.

In terms of industrial recycling rates in 2020 by the BUs, Retail recycled approximately 40%, DUGAS around 22.9%, ATTL around 8.5%, HTTSA around 5.1%, and EPCL around 3.7%. However, it is worth mentioning that Retail accounts for roughly 76.18% of the total water recycled by ENOC, followed by EPCL at 12.03% and DUGAS at 10.92%.

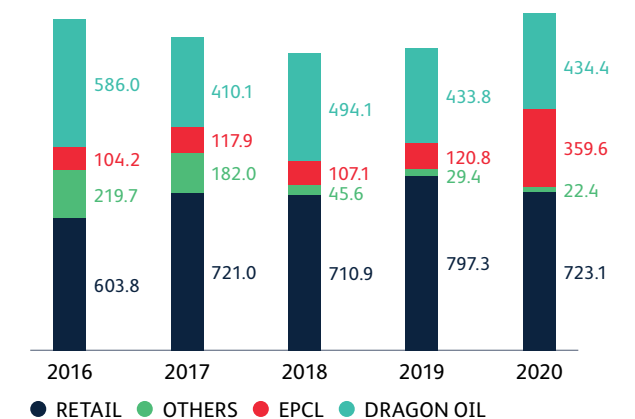
## Water saving strategy



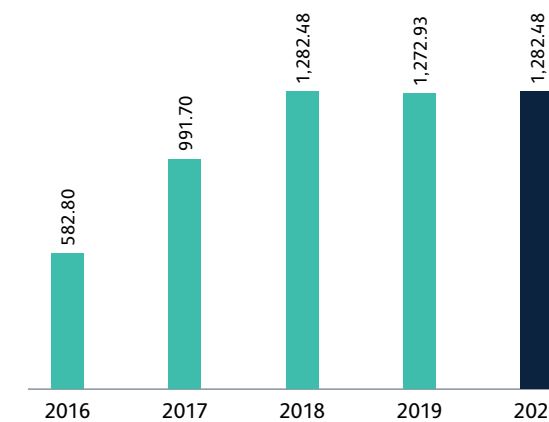
Water consumption (000's m<sup>3</sup>)



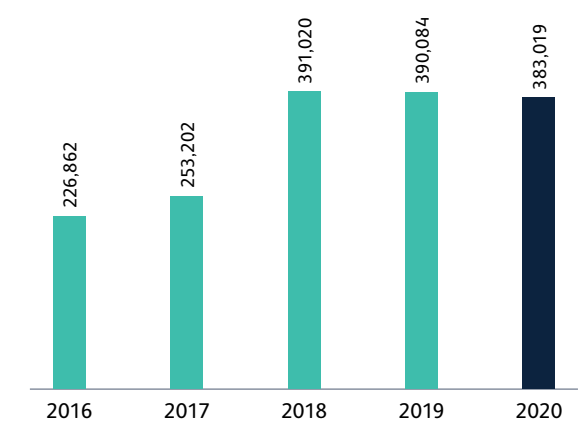
Wastewater generated (000's m<sup>3</sup>)



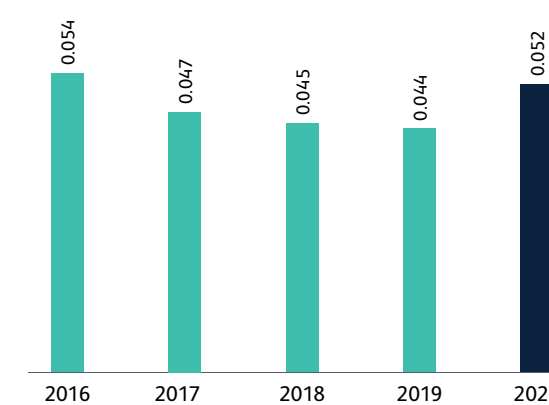
Dragon Oil produced water (000's m<sup>3</sup>)



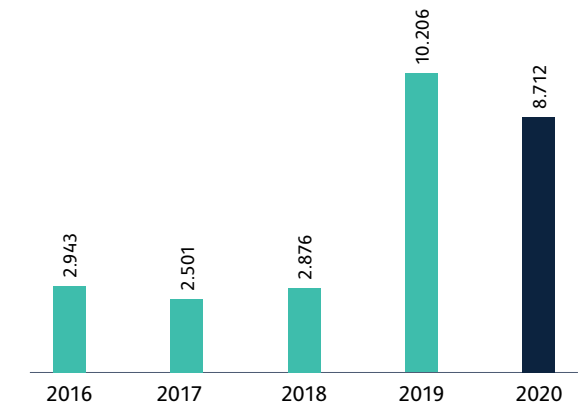
Recycled water (in m<sup>3</sup>)



ENOC Group water intensity (in m<sup>3</sup>/tonne)



Dragon Oil water intensity (in m<sup>3</sup>/bopd)





WASTE MANAGEMENT AND SPILL PREVENTION

Efficiently reducing, reusing and recycling

Waste management at ENOC involves segregation, collection, storage, transportation and recycling of waste, together with the implementation of best practices for identifying and engaging with waste service providers. During the year, we scored a major victory by implementing a ban on the use of single-use plastics across the Group. Led by the Group Sustainability Department, we also coordinated with Dubai Municipality for the efficient disposal of medical waste during the year.

We manage our waste by complying with local regulations and utilising approved waste collection and treatment contractors for handling the segregated waste. Each waste stream generated across the Group is managed according to the category (recyclables, non-recyclables, hazardous and non-hazardous). We provide training on waste management to our business units.

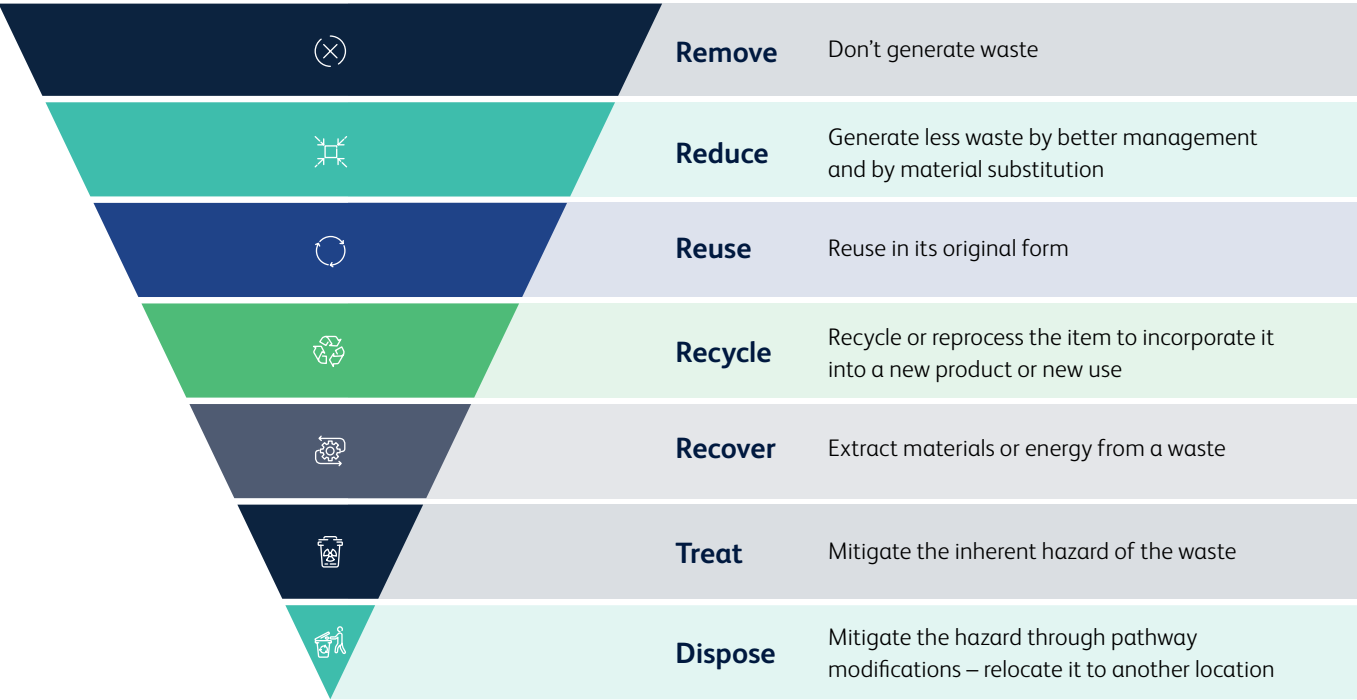
We are continuously exploring ways to further reduce waste generation and improve waste disposal methods. We follow the model of waste hierarchy, where all the processes are evaluated based on their tangibility and feasibility of implementation, including the resource consumption involved, deriving insight into the most and least favourable actions. Reducing waste generation from the source (prevention) is the most preferred option, followed by reuse, recycle, recover, treat and disposal options.

Dragon Oil has its own landfill waste disposal facilities, which were developed in 2013. The safe disposal of the waste generated by Dragon Oil is of utmost importance and is managed by a dedicated team.



Waste management

During 2020, the Group Sustainability Department completed three waste audits to identify various opportunities. Among them, Groups Sustainability also identified saving opportunities amounting to AED 1.18 million per year in Retail.



ENOC is now “Single-use plastic” free

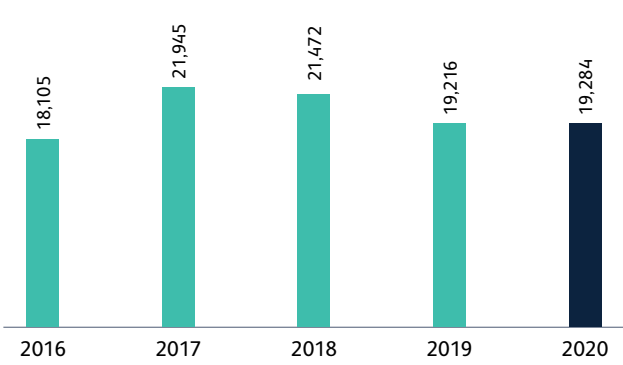
We secured a major milestone in 2020 with the ban on the use of single-use plastic (SUP) throughout the organisation. We have been raising awareness about the harmful results of the SUP for some time now. Many of our Zoom stores have either completely stopped the use of plastic bags or use biodegradable plastic bags. We have also held campaigns with organisations like DGrade that convert plastic bottles into clothing. This year, we achieved a significant victory by driving the ban on SUP across the Group. Apart from its obvious benefit of preventing more waste going into landfill, reducing emissions and keeping the environment free of pollutants, the move will also generate annual monetary savings in the range of AED 150,000-200,000.



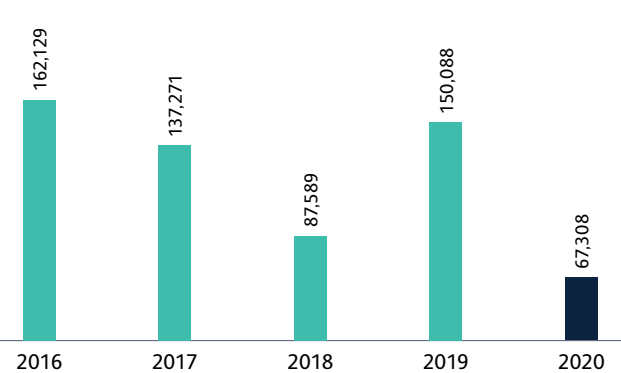
WASTE MANAGEMENT AND SPILL PREVENTION

Group-wide waste generation and waste intensity

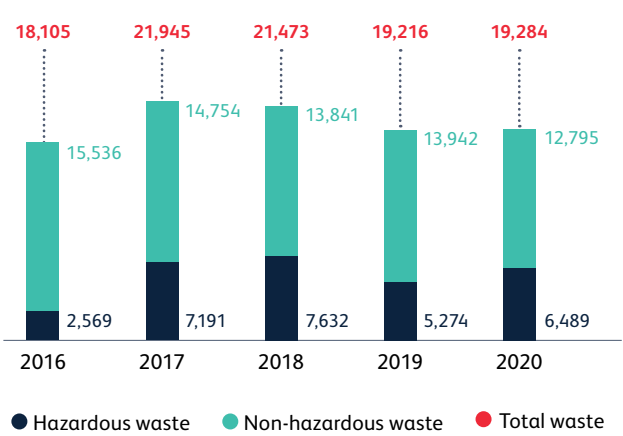
Waste generated - ENOC (in tonnes)



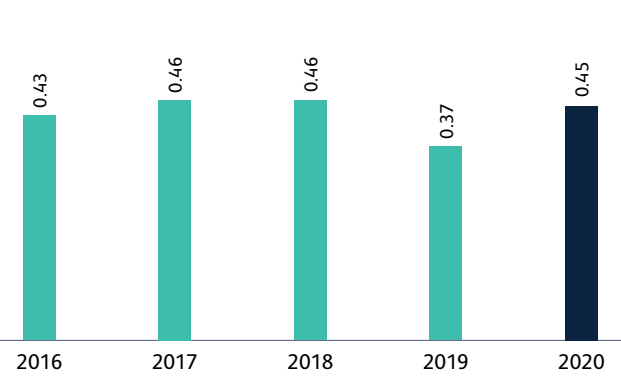
Waste generated - Dragon Oil (in tonnes)



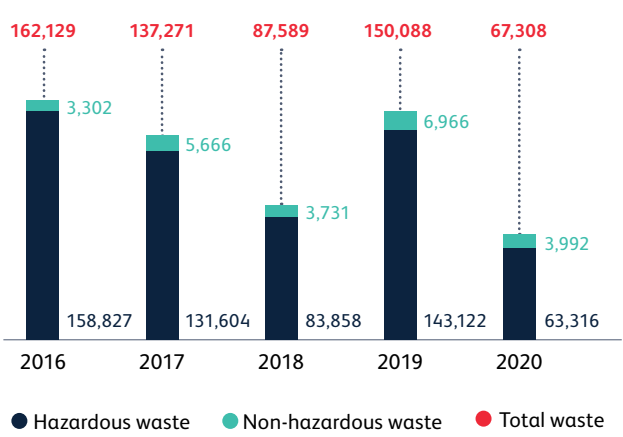
Waste generated - ENOC Group (in tonnes)



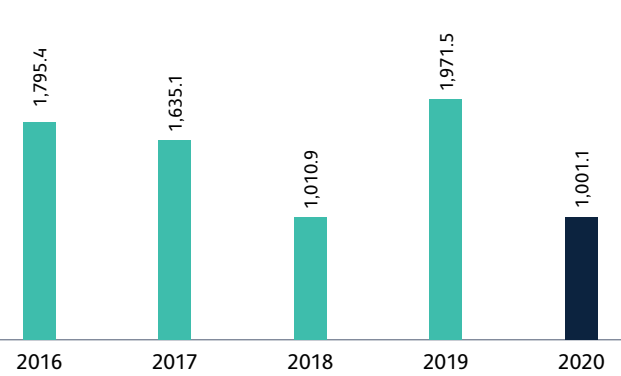
ENOC Group waste intensity (in kg/tonne)



Waste generated - Dragon Oil (in tonnes)



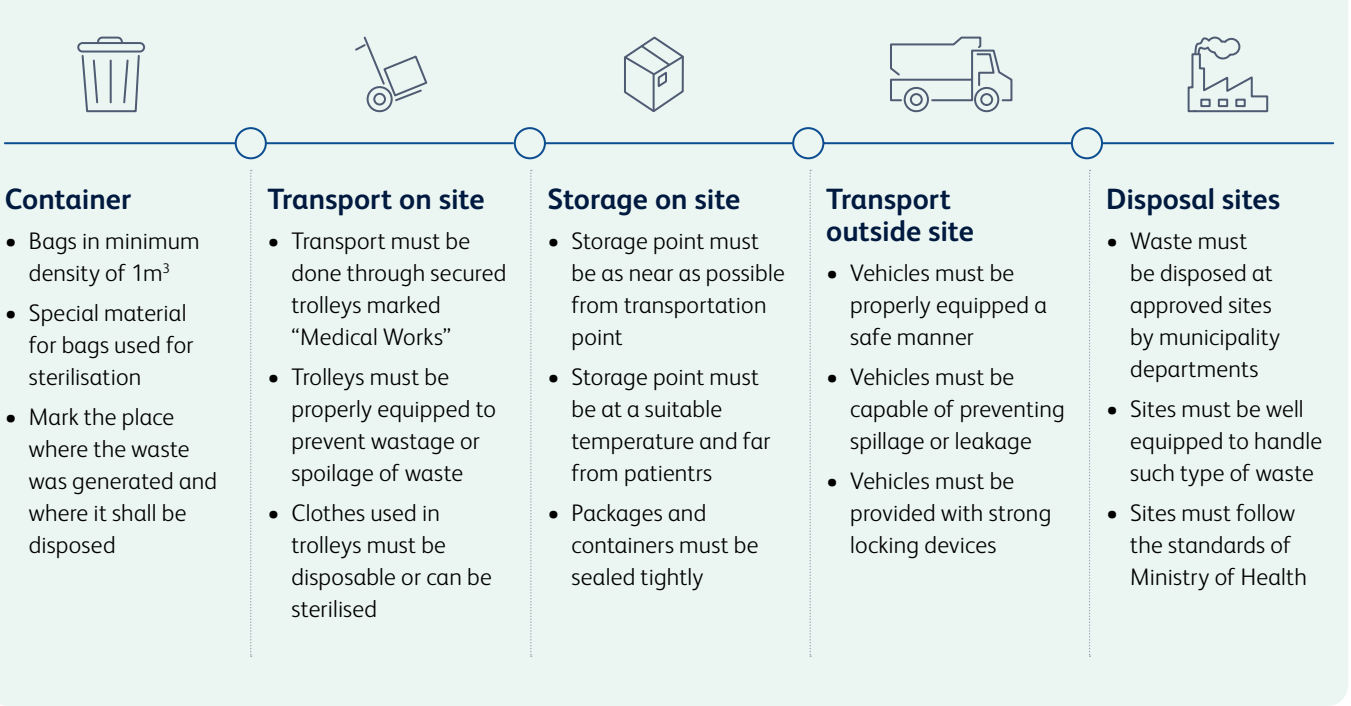
Dragon Oil waste intensity (kg/bopd)



Strengthening medical waste disposal

In keeping with the May 3 directive of Dubai Municipality in 2020, to all companies for the safe disposal of medical waste (PPEs, gloves, masks, coveralls, goggles, face shields, etc.), we helped create awareness and rolled out SOPs that assisted BUs segregate waste. We also advised stakeholders across the Group on the use of sustainable and approved items such as sanitisers, gloves and sanitisation tunnels.

UAE: Storage, Transfer and Disposal Requirements



Spill prevention

We have a mechanism in place to prevent spillage of oil. Dragon Oil too has its own oil spill response system to manage accidental oil spillage for shallow waters and open sea. The mechanism is based on risk identification. We also implement programmes to constantly improve our facilities and pipelines to mitigate the risk of spills. Oil Spill Risk Assessment is an integral part of contingency planning and is built into the response capability of the Group. For risk identification we consider several potential oil spill scenarios and the resultant risks.

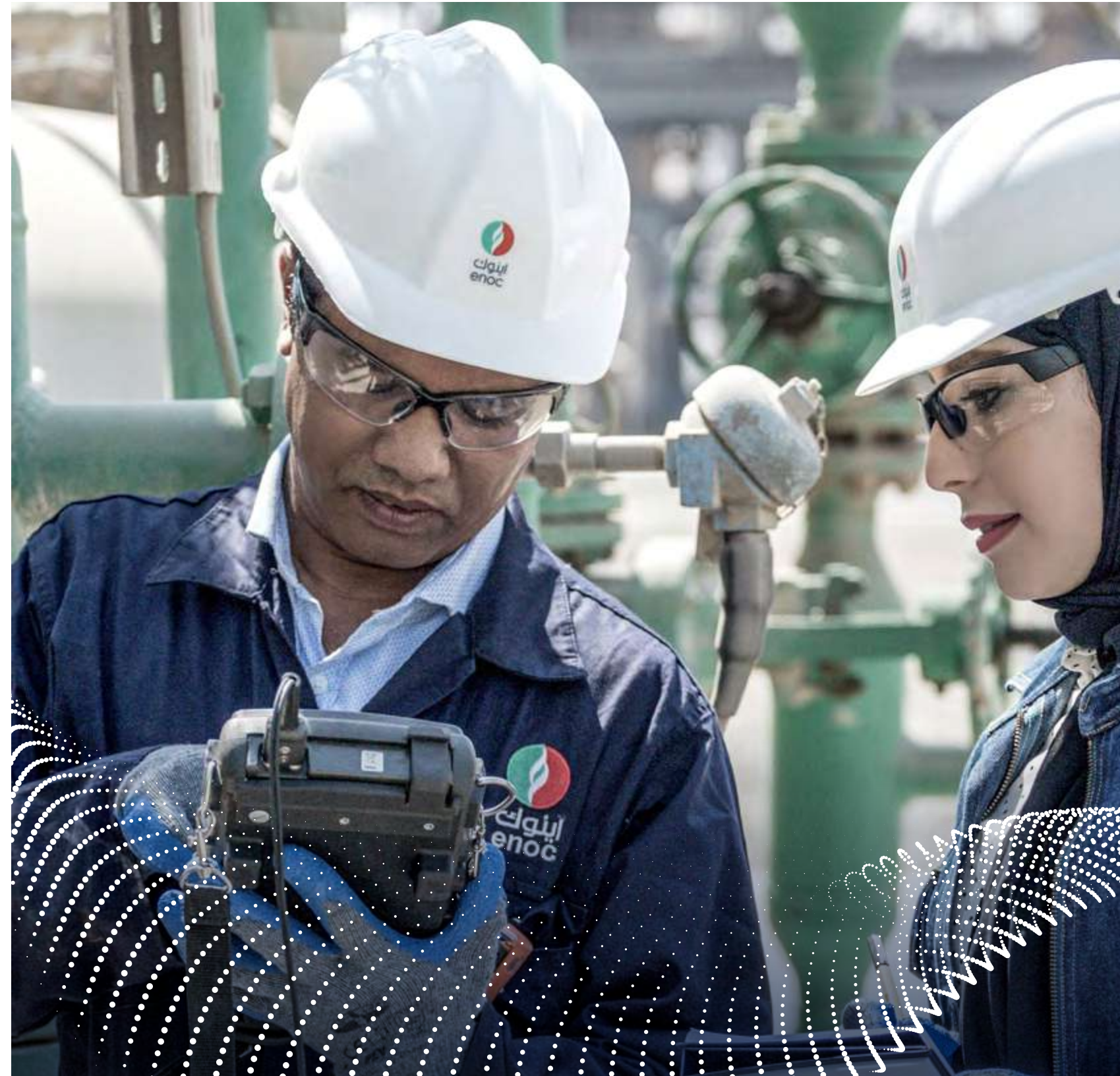
The response capability is then outlined commensurate to the risk. This information culminates in the Risk Register and Risk Assessment Matrix (RAM). The oil spill risk assessment methodology consists of five key steps and meets the International Maritime Organization (IMO) guidance as issued in the Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness (2010 Edition). The five steps include: Oil Spill Scenarios, Likelihood and Consequence Assessment, Oil Spill Scenario Impacts, Oil Spill Scenario Impacts, Response, Risk Assessment Matrix.





## HEALTH AND SAFETY

# Embedding a culture of responsibility

At ENOC, health and safety forms a core function. We proactively guard against health and safety risks, and ensure the safety of our people and properties through a system of multiple defences. We also drive the safety culture across the organisation so that everyone becomes responsible for safety. While systematically evaluating jobs, processes and procedures to eliminate and reduce risks and hazards, we involve our employees in the process to ensure health and safety for all.



### Material issues

-  OHS training
-  Disclose safety KPIs

### Highlights 2020

**Zero**  
Fatalities

**0.13**  
Lost Time Injury  
Frequency rate (LTIFR)

**91,502** hours  
HSE Trainings

### Our contribution to UN SDGs





## HEALTH AND SAFETY

# Employee safety is our top priority

We have a Health, Safety and Environment (HSE) Policy in place since 2018 to steer our performance on health and safety. We regularly monitor safety performance with our KPIs across the Group. Each year, targets are set by the Health, Safety, and Environment (HSE) Assurance Directorate and approved by the Group CEO, Executive Directors as well as the HSE Steering Committee and the HSE KPI Committee.

Leading and lagging indicators help us in the management of safety at ENOC. The former indicators are proactive and preventive measures that indicate the effectiveness of safety and health activities and reveal potential problems in a safety and health programme. Lagging indicators focus on safety incidents that happened in the past and highlight existing failures in the safety programme, enabling an organisation to make positive changes so that the same hazards do not recur. A combination of these two indicators helps us evaluate our current performance and indicates where we need to improve.

We have in place Emergency Response Plans (ERPs) in keeping with the National Fire Protection Association – NFPA 1600 standard. The plans give detailed instructions on how to act during an emergency by indicating who to contact and the steps to be followed in case of an emergency to minimise loss. The plans also lay down in detail the function of staff members during an emergency.

HSE training is mandatory for all ENOC staff, comprising 8 hours of training for office staff and 3 days of training for field staff, also including permanent contractors. We also undertake mock emergency drills, working closely with Dubai Civil Defence to formulate training modules for supervisors and forecourt and non-forecourt site staff as well as fire wardens at staff accommodation.

In 2020, 91,502 hours of safety training were conducted during the time our sites were operational. During the year, we committed to an Annual Segment HSE business plan with 18 focus areas to provide better guidance and direction to the Group on managing health and safety in a more structured manner across the organisation.

## 91,502 hours

Of safety training were conducted till the time our sites were operational in 2020



ExCOM Members signing the HSE PLEDGE

### HSE campaign in 2020

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

**Tayyeb Al Mulla,**  
Managing Director, Supply, Trading and Processing

**Zaid Al Qufaidi,**  
Managing Director, ENOC Retail

**Yusr Hussain Sultan Al Junaidy,**  
Managing Director, HTL

**Burhan Al Hashemi,**  
Managing Director, Commercial and International Sales (CIS)

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

**Mohammad Sharaf,**  
Chief Financial Officer



### WATCH: ENOC Cares about you! - YouTube

A comprehensive HSE campaign was undertaken across the Group in 2020 to embed the safety culture across the Group with a motto of 'HSE above all'. Apart from communicating the importance of health and safety for all employees, it also indicated the Group's continued commitment to HSE at a time the industry is going through dynamic changes. The campaign also emphasised that everyone is responsible for safety within the organisation. ENOC is among the top quartile in the industry in its HSE record and practices. The campaign marked the Company's adoption of the International Association of Oil and Gas Producers (IOGP) Nine-life Saving Rules, considered critical for saving lives in the industry.

### Nine life-saving rules

- 1 Bypassing Safety Controls
  - Obtain authorisation before overriding or disabling safety controls
- 2 Confined Space
  - Obtain authorisation before entering a confined space
- 3 Driving
  - Follow safe driving rules
- 4 Energy Isolation
  - Verify isolation and zero energy before work begins
- 5 Hot Work
  - Control flammables and ignition sources
- 6 Line of Fire
  - Keep yourself and others out of the line of fire
- 7 Safe Mechanical Lifting
  - Plan lifting operations and control the area
- 8 Work Authorisation
  - Work with a valid permit when required
- 9 Working at Height
  - Protect yourself against a fall when working at height



HEALTH AND SAFETY

HSE in times of COVID-19

To safeguard ENOC staff, ENOC’s Occupational Health Service Centre implemented a screening programme aligned with the directives of the local authorities as well as the World Health Organisation. The Group also rolled out an appropriate prevention and infection control programme while putting in place an isolation plan and infectious disease prevention plan. Screening was done not only at the headquarters, but also retail operations and other workplaces. Daily disinfection was carried out through staff accommodation together with deep cleaning and disinfection of the office and common areas. The Group also undertook a massive vaccination drive across its businesses to facilitate the Government’s vaccination programme and ensure the safety of its staff.



Safe exploration

We strive for zero fatality and have established improved and advanced safety standards at our exploration businesses under Dragon Oil, along with the measures to reduce the risk factor. We have also implemented Behavioural Accident Prevention Process (BAPP) with key focus on enhancing behaviour-based safety performance.

Through BAPP, we engage with our frontline employees in their respective areas of expertise. We focus on four key principles: i) safety outcome has a context, ii) exposure, not injury, is the best indicator of performance, iii) frontline employees are critical partners in safety, iv) continuous improvement relies on accurate data and sustainable safety performance.

Safe operations  
Leading indicators

KPI	Definition	Target 2020	Performance 2020
Business units leading indicators for managers	Closure of corrective actions	90%	100%
% Completion of Annual Segment HSE Plans Review	Annual Segment HSE Business plan to be monitored quarterly 5 segments x 3 reviews = 15 reviews Cutoff - 10 reviews Target - 15 reviews Stretch - 20 reviews	20 reviews	20
No. of self-assessments conducted to ensure compliance with ENOC HSE Guidelines on COVID-19 Response	Each BU shall conduct 5 self-assessments to ensure compliance with ENOC HSE Guidelines on COVID-19 Response	85 assessments	138
% Completion of COVID-19 tests	UAE based employees returning to the workplace should undergo the COVID-19 test conducted by the OHC Target – 2,000  Overseas employees returning to the workplace should follow the local regulations for the requirement of COVID-19 testing and report compliance	2,000 COVID-19 tests	5,500+ COVID-19 tests completed

\* includes Dragon Oil

Leading indicators

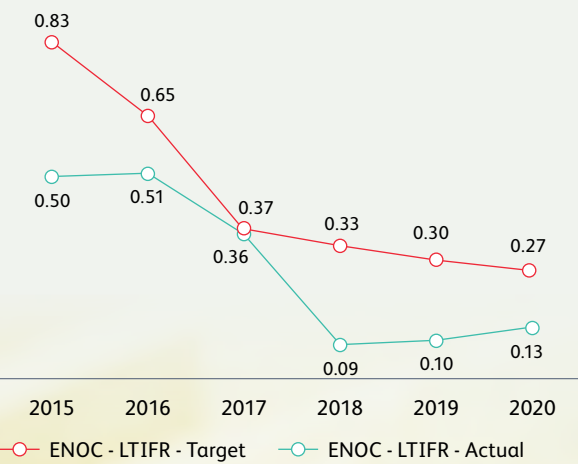
KPI	Definition	2019	Target 2020	Performance 2020
Fatalities	Total number of work-related fatalities, including employees and contractors	Zero	Zero	Zero
Lost Time Injury Frequency rate (LTIFR)	Number of lost time injuries per 1 million man-hours*	0.1	< 0.27	0.13
Process safety incidents	Total number of Tier-1 process Safety Incidents®	0	≤ 2	0
Near Miss	An event that has the potential, in slightly different circumstances, to result in consequences that would have led to a major incident such as fire, toxic release, casualties.	1	-	HIPO –0 NM – 218

\*excluding Dragon Oil

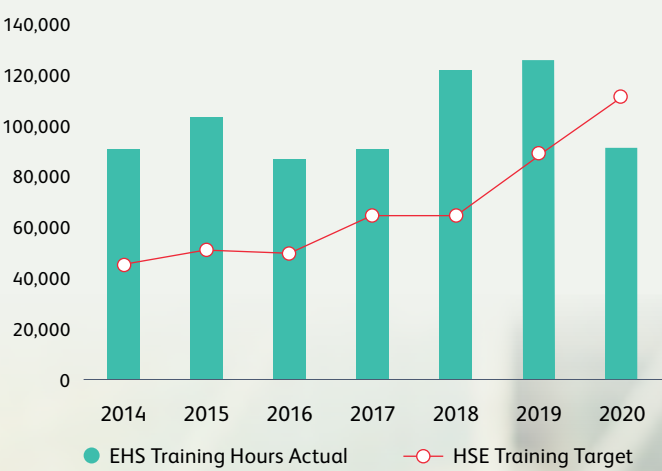
®Fatalities plus lost day work cases plus permanent or partial disability incidents

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

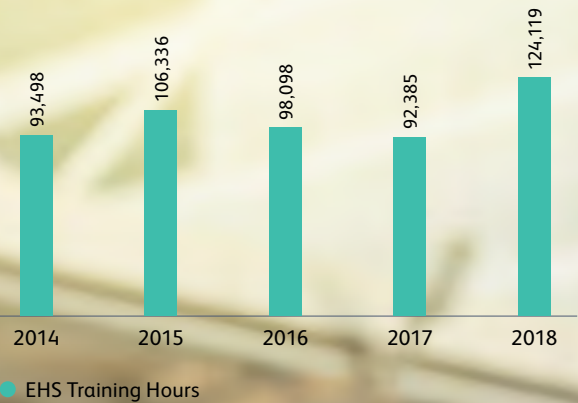
LTIFR



Environmental Health and Safety Training



HSE training hours



7

Major emergency drills conducted in 2020



## OUR PEOPLE

# Driven by commitment and passion

At ENOC, our workforce represents a microcosm of the diverse society outside. One of our strongest features is our employee diversity. ENOC has a multiplicity of nationalities, cultures, creeds, gender, talent and experience across its different businesses, work streams and functions. We value our employees, invest in their development and proactively manage employee experience. We nurture a talent pool which is supportive of the larger objectives of the Group and add value to the community by actively undertaking community work.



### Our contribution to UN SDGs



### Material issues

- Equal remuneration
- 100% Appraisal
- Emiritisation
- Employee satisfaction

### Highlights

**11,000+**  
Total employees

**887**  
UAE Nationals

**7,850**  
Expatriates

**2.6%**  
Attrition rate

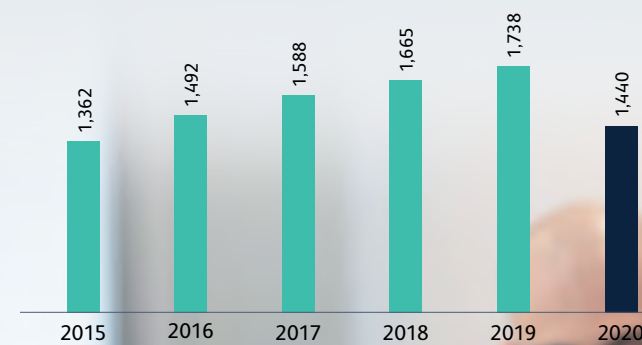


## DIVERSITY AND INCLUSION

# Developing a truly engaged talent pipeline

We offer career opportunities for talented and dedicated individuals from across the globe. This year, we introduced a new function to drive the organisation culture and employee experience. This function will ensure that action plans for employee development are created and implemented. We strive to enable our employees to develop holistically, helping them grow in their familial and community roles. We have a strong rewarding system that recognises their achievements and deepens their sense of pride and belonging as members of the ENOC Group.

### Number of female employees in ENOC\*



\*includes Dragon Oil employees

### A productive and inclusive workforce

ENOC is one of the leading O&G companies in the region. It always benchmarks the best HR practices in the region and overseas as well. Since its inception, the HR policies of the organisation are transparent and published to the employees so that they are fully aware of their entitlements. We practice non-discrimination and equality at workplace. A statement to this effect, is well embedded into the HR Policies and the HR administrators are always conscious about this. We do not discriminate the workforce salaries and benefits based on their race, colour, sex, religion, nationality, social origin, disability and gender. This is in-line with the recent UAE Labour Law 33, of 2020 amendment.

A diverse and inclusive workforce means more skills, more talent, more experience and thus more productivity. Our salary structure is geared towards job and skillset and does not discriminate on the basis of gender. Assessed against the 'pay for job' framework, the pay structure shows no systemic difference in compensation for male and female employees. We have been constantly striving to increase women's representation in our workforce and have set new benchmarks for the energy sector in the region.

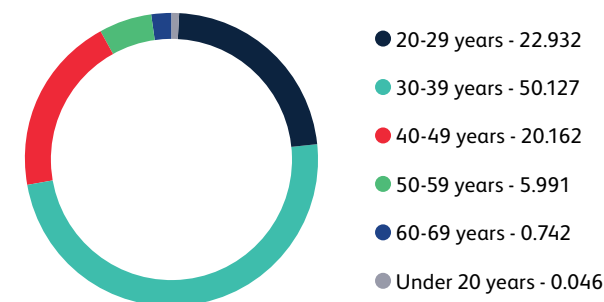
ENOC's Women Committee undertakes several initiatives to empower women employees and develop them as future leaders by promoting their representation in leadership and decision-making roles. We offer a flexible work environment that boosts collaboration and productivity.

### Diverse by age

The workforce at ENOC includes diverse age groups and combines maturity with agility to create a dynamic group of committed people who can respond to the constantly emerging needs of the sector and that of a growing organisation. We support the youth and extend opportunities for them to excel. At the same time, we value experience and create a balance where younger professionals can be guided by experienced seniors.

### Age structure of the workforce

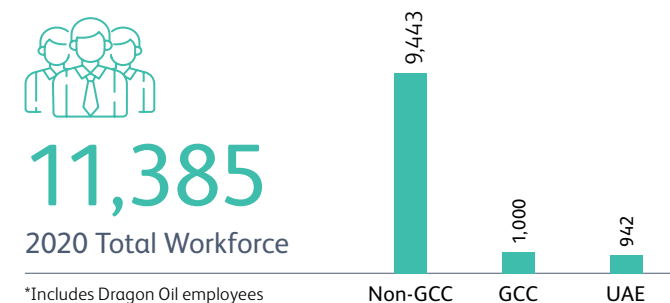
Only ENOC Group (%)



### Diverse by nationality

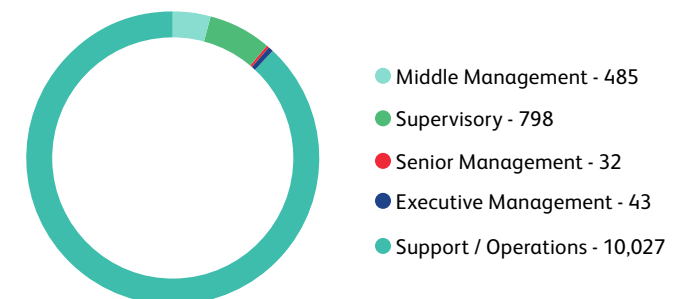
Our operations cover the West, the Middle East and the Far East. We recruit local talent and now have in our workforce nationalities drawn from across 60+ countries. We believe they bring in a diverse set of experience and add to make ENOC a multicultural and collaborative organisation. This cultural diversity is reflected across different levels of the organisation, including the top management, which is a mix of UAE nationals and professionals of other nationalities.

### Employee break-up by nationality\*



### Diverse across functions

We encourage shared responsibility and shared leadership. We strive to create a broad-based work structure where technical staff and management coordinate and work together to fulfil the demands of an operation.



### Celebrating women's achievements

On Emirati Women's Day on August 28, 2020, we celebrated the achievements of ENOC's women. Themed 'Preparing for the next 50 years: women are the support of the nation', the event was in line with the UAE's strategic vision to prepare for the next 40 years as the country approaches its Golden Jubilee in 2021. The event highlighted the contributions of its three stalwarts – Shamma Al Falasi, Shamma Al Rahma and Reem Al Rumaithi – who have set benchmarks as professionals in the industry. We annually commemorate the contributions of women to the field through our 'Women in Energy Award'. We also run several training and skill development programmes for Emirati women to encourage them to take on leadership roles. Five Emirati female employees of ENOC completed their leadership academic programme in March 2020 at the Scotland Summer School in Dundee, accredited by the Scottish Qualifications Authority.



OUR PEOPLE

Emiratization at ENOC

Our business profitability contributes to the growth and development of the local society and economy of the UAE. Localisation of our workforce is thus an important objective for us. Our Emiratization programme is aligned with the Dubai Plan 2021. Our Emirati headcount has increased to 45% in 2020, from 33% in 2016. More than 50% of our current Emirati workforce is female. In line with the national strategic goal, we aim to achieve 50% Emiratization by 2021.

Our endeavour is to position ourselves as a great place to work through our employee practices. We offer attractive incentives and targeted recruitment campaigns. We also offer a holistic career development path for our employees with training opportunities. Employees from all our business units attend specific technical training and conferences. We also have a specialised SAP development programme for fresh Emirati graduates, in line with the Masar enterprise resource planning (ERP) system we are currently integrating Group-wide. The SAP Training and Development Institute's Young Professional Programme enables 25 employed or unemployed university graduates to gain digital and soft skills to become certified SAP Associate Consultants on SAP's latest solutions.

Our capability-building programmes are powered by several partnerships with academic institutions, including Heriot-Watt University and Higher Colleges of Technology (HCT). We also take in and train high school graduates in a Technical Training

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

Nationalisation

At our Dragon Oil operations, we are committed to develop Emirati talent. We nurture them to be the leaders of tomorrow. It is central to our vision to have a UAE dynamic workforce.

At Dragon Oil we have established programs to support UAE Nationals in their career progression including an internship program, scholarship program, UAE National Developpees Program and an education assistance program. With all our efforts the Emiratization rate for Dragon Oil reached 33.2%. The UAE-National Developpees Program currently supports 31 Developpees in various technical and non-technical departments. Full time mentors have been assigned to each Developpee to support and monitor their progress. The education assistance program financially supports UAE-Nationals for pursuing their graduate/ post graduate education.

7%  
Increase in Emirati  
headcount in 2020

ENOC's National Development Programme for Emiratis

We had launched the National Development Programme (NDP) in 2010 with the aim to invest in education and capability building of the Emiratis.



Technical Training Programme (TTP)

For students from vocational secondary schools and colleges (STS/ Institution of Applied Technology (IAT)/HCT) with pre-engineering backgrounds of electrical, mechanical and instrumentation.

We undertook a batch of 19 students for our latest Technical Training Programme, during the year, 2019-20.



Foundation Leadership Programme (FLP)

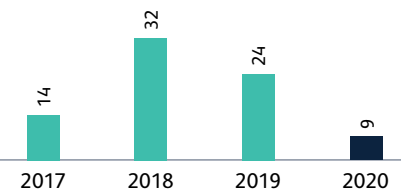
Aimed at giving a professional edge to the nationals in the Company in non-technical roles. This programme ensures that employees acquire the required professional and leadership skills which they can exhibit in their current and or future roles.



ENOC Graduates Development Programme (ENOC GDP)

This supports young UAE nationals in their transition from university to the workplace. This six-month rotational programme is designed to expose fresh graduates to the entire value chain of ENOC, allowing them to apply their knowledge and broaden their understanding of ENOC's business while enhancing their ability to fulfil future management and leadership roles. The duration of GDP is two years from the joining date, while that the Induction Programme is for three months.

Number of GDPs enrolled



Training and Development

We offer extensive trainings to prepare our employees and develop competencies required by individuals and teams within the Group. To ensure that learning is effective and efficient, engaging, and relevant, we use the 70-20-10 learning methodology. We also ensure learning is adaptive and resilient through the use of technology and internal learning capability.

During 2020, we introduced virtual trainings for the first time through the use of Microsoft Teams, which helped in engaging a wider audience across the Group, allowing international employees too to join in. It also resulted in energy and cost savings as the Company saved on travel and conveyance.

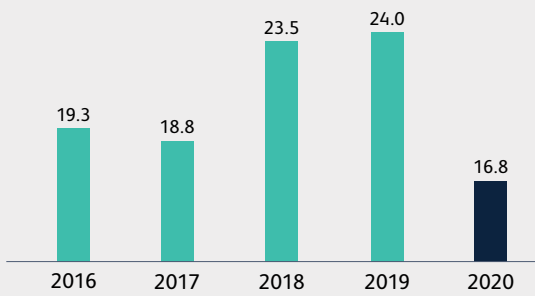
ENOC 2020 training snapshot

151,574  
Total training hours  
for ENOC

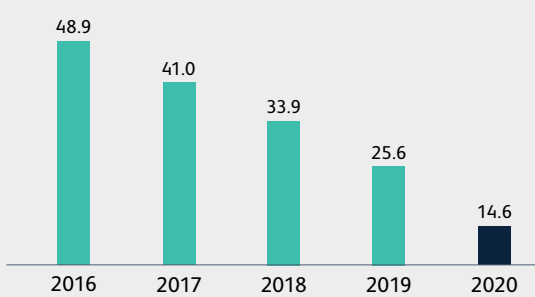
35,298  
Total training hours  
for Dragon Oil

AED 0.18 mn  
Spent on training in 2020

ENOC training hours per employee  
(Excluding Dragon Oil)



Dragon Oil training hours/employee





OUR PEOPLE

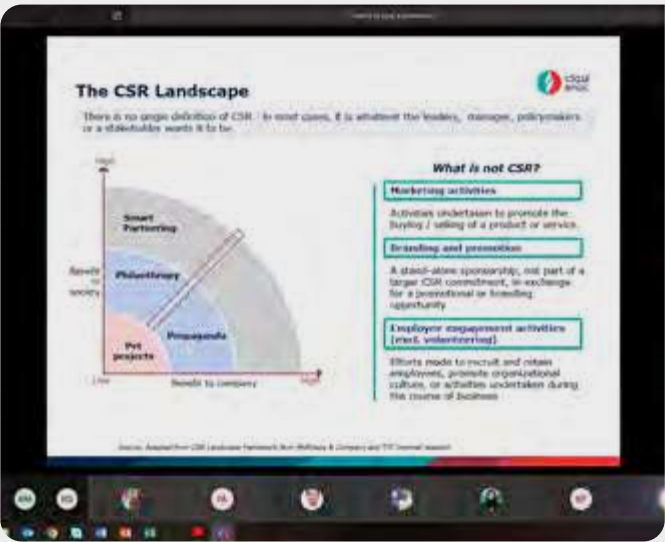
2020 training expenses for ENOC

Total expense in AED	Total participants	Total trainings	Training type by participants by training titles		Training location		
			Behavioural	Functional	External-overseas	External-local	External-inhouse
183,514	163	13	90%	10%	0%	100%	0%
			46%	54%			

Trainings on CSR, energy, environment and sustainability

For the first time, virtual trainings introduced via Microsoft Teams helped us reach a wider audience, including overseas employees.

Section	Training hours delivered	Total Number of Attendees	Total Trainings delivered
CSR	2,700	858	20
Energy	881	199	15
Environment	713.5	348	16
Sustainability	305	64	4
Total Sum Group Sustainability	4,599.5	1,469	55



Digital initiatives during 2020

Improving the Learning Management System

During 2020, we improved the Learning Management System by building the infrastructure to cater to the eventual launch of 8,000+ courses digitally. We are developing an e-library to make learning and development more accessible to our employees.

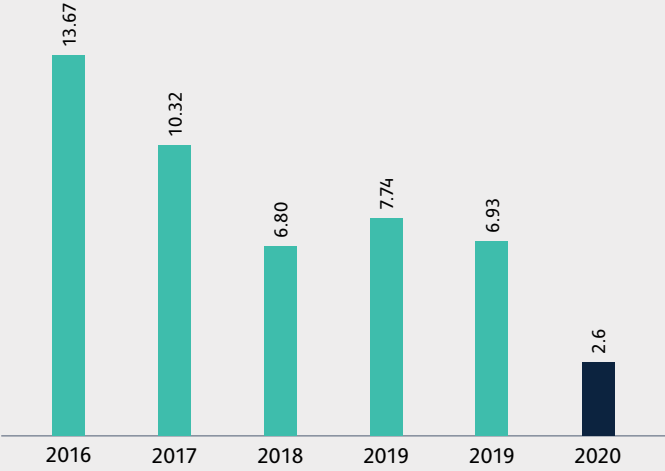
Moving to the ERP system

During the year, we moved to the new ERP system and thus digitally empowered the HR function to perform better.

Employee well-being during the pandemic

This was a challenging year for everyone and the Group focused on employee health, safety and well-being. Keeping our employees safe during the year, was a key effort of the Group at the time when pandemic hit the world. Apart from ensuring their health and safety by following established protocols of behaviour at work, instituting work from home and undertaking all safety measures for sanitisation and deep cleaning of the workplace, we also launched a full-scale wellness programme that apart keeping communication channels open, also encouraged their social bonding through community care and involvement.

Attrition rate at ENOC (%)



ENOC Cares launched in 2020

In order to give impetus to our safety performance, this year we launched ENOC Cares. Our objective is to pursue sustaining a culture with zero incidents. We believe, safety is our collective responsibility. We all have a role to play in protecting our life and the lives of others.

With ENOC Cares, we extend our efforts to foster a culture that is deeply rooted in caring for our employees – and it starts with each one of us individually. Together, let's ensure safety is more than just a theory; let's imbed it in our belief system so that we are consciously committed to improving safety both in the workplace as well as in our personal lives.

Being a safe, responsible and ethical energy player, and being mindful of our neighbours and communities, is critical to our ability to run efficiently and create long-term value for our stakeholders. The best-performing organisations operate within a simple framework of rules and trust their employees to do the right thing.

2019 was the safest recorded year in our organisation's history with Lost Time Injury Rate (LTI) of 0.1. We are proud as this achievement comes at a time when the industry is going through unprecedented change and pressure due to market dynamics, which often impact corporate governance priorities such as HSE. We appreciate our team's commitment to excellence and aim to continue doing better each year.



## REAL LIFE STORIES

# Living the ENOC sustainability approach

Since the inception of the Group Sustainability Department in 2016, we had set 5 strategic objectives to realise our vision and embed a culture of sustainability across the organisation.

One of these objectives was to motivate employees to adopt a sustainability approach in their daily lives. Although we are yet to traverse miles in this respect, two heart-warming, real life stories bring to light the difference we have been able to make in ordinary lives.



### Change begins at home

As the Communications Coordinator of the Group Communications Department, Joby Varghese was a constant fixture at all events and CSR campaigns organised by the Group Sustainability Department. While his camera captured the images of these events, his mind imbibed the central message conveyed through the talks and discussions – that sustainability was integral to a shared and better future for all. He took back this message to his friends and colleagues at work, thus laying the seeds for a wider sensibility to develop.

Perhaps equally interesting is the fact that Joby has taken back home the message to his only daughter, the apple of his eyes. She is young and receptive and is already showing a lot of interest in the concept of sustainability. She will grow up with sustainability strong entrenched in her ethos, and we are hoping she becomes another changemaker like her father.

Mr. Joby Varghese has taken the message of Sustainability & CSR back home to his family and network of acquaintances, especially to the next generation. Our Office Assistant at HTL-Terminals & Operations Department, Mr. Shabeer Ottakkandan, has transported the seeds of learning from the UAE to India and created a beautiful farm displaying the spirit of Sustainability in full bloom. These stories not only inspired me individually but encouraged me to give them wide publicity so that others in the organisation can draw inspiration from them. This also gives us the confidence to put in extra efforts where the fruits may not be visible immediately, but in the long run the efforts are worthwhile.

### Alia Ali Busamra

Chief Sustainability Officer,  
Secretary of ENOC Sustainability  
Leadership Committee



### From a pencil to a mega farm

At the ENOC Group Sustainability Department, we distribute pencils containing agro-seeds during events and campaigns. Many carry them back home and lose trace of their whereabouts. But not Shabeer Ottakkandan, Office Assistant at HTL-Terminals & Operations Department. We are proud of this gentleman who has exploited the full potential of the tiny seedlings and grown a mega farm back in his home yard. Using the seeds encased in his pencil, he has grown tomatoes, chilies and other vegetables.

This judicious use of the giveaway has helped his family be self-sufficient in nutrition and access fresh produce from the backyard. It has also brought together the family, with members happily sharing the farm work. He is now an inspiration for the neighbours and community. It shows us that corporate giveaways are not only a token but can carry the message far and wide



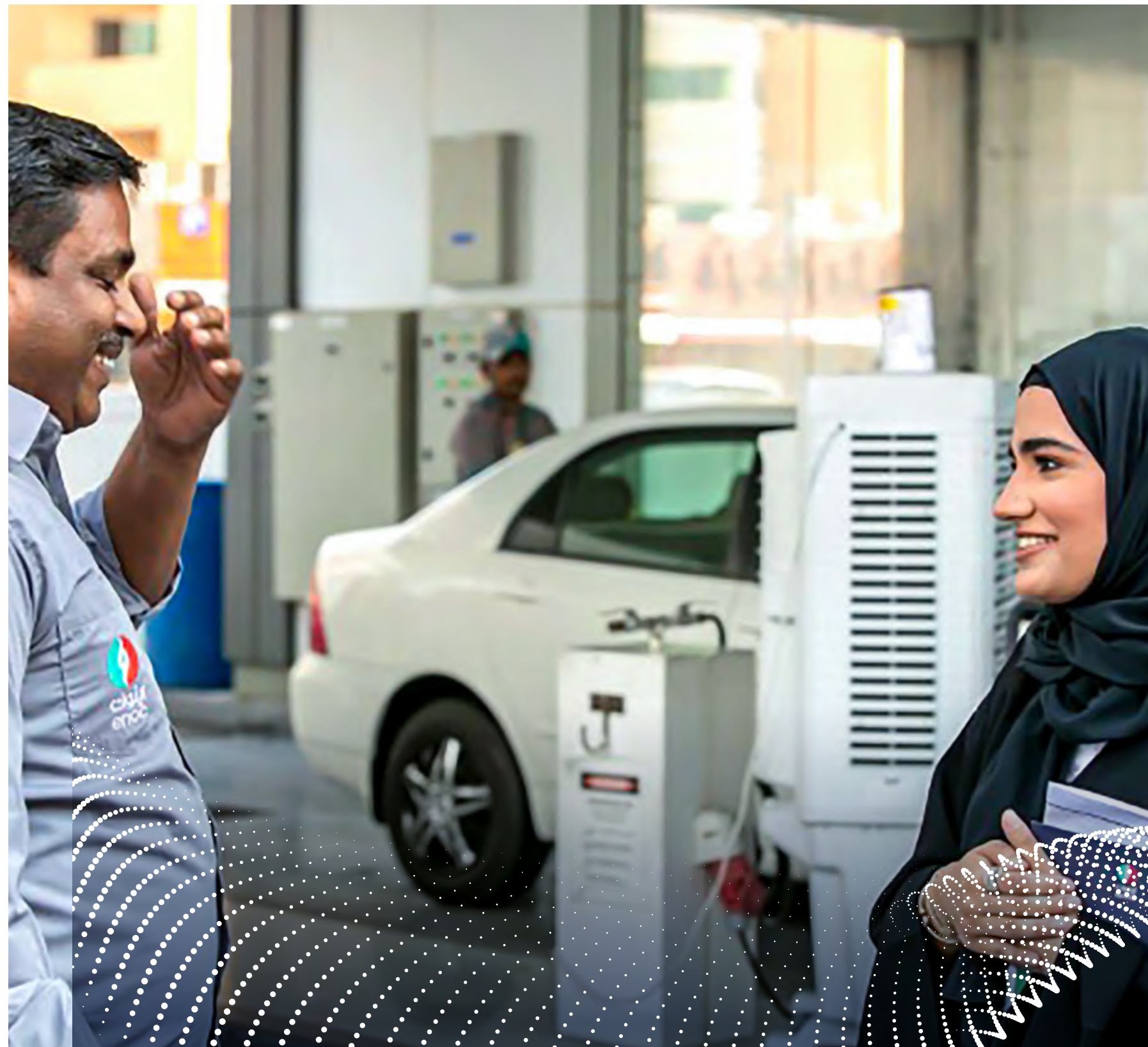


## CORPORATE SOCIAL RESPONSIBILITY

# Contributing to a national priority of inclusive development

Corporate Social Responsibility is part of the UAE's aspirations to build a cohesive society that fosters social equity, culture, environmental well-being and knowledge-building. ENOC has been complementing the government's efforts to promote inclusive development through the promotion of education, healthcare, environmental stewardship and care for marginalised people. We have been investing in innovation and building broader partnerships to this end. The year saw us further drive our quest for measurable, value-driven CSR by formulating the 'One ENOC, One CSR' strategy and framework.

## Our contribution to UN SDGs



## Material issues



Community projects



Involve community in impact studies

## Highlights

**AED 6.57 mn\***  
CSR expenditure  
for 2020

**1,258,663**  
No. of beneficiaries  
reached during the year

**15+**  
CSR initiatives launched

**One ENOC, One  
CSR strategy**  
Launched in 2020

**2,700+ hours**  
CSR trainings delivered

\*ENOC+Dragon Oil



## CSR AT ENOC

# Promoting a larger development goal

Although ENOC has always been proactive in community care and environmental protection, apart from catering to the needs of its stakeholders, we have been trying to evolve a more targeted and systematic approach towards CSR.

Today, aligned with national and international development goals, the Group's CSR function ensures that the Group not only lives up to its legal and ethical obligations as a responsible corporate organisation, but also furthers the UAE's vision of promoting an inclusive, sustainable development by reaching out to vulnerable sections, and accelerating beneficial social transformation while making it a participative process. The 'One ENOC, One CSR' strategy 2025 was launched in 2020 to drive the Company's goal of promoting value-driven CSR across all its business units and functions in a unified manner.

CSR at ENOC takes guidance from international directives such as the Sustainable Development Goals (SDGs), the ISO 26000: 2010 guidance on social responsibility, and the SA 8000 Social Accountability standard apart from conforming with the local UAE laws, initiatives, tools and strategies which direct CSR in the country.



Leadership consultation session

## Defining CSR at ENOC

Integrated throughout the organisation and practiced in its stakeholder relationships

Goes beyond requirements mandated by law on social responsibility on the aspects of human rights, environmental practices, skill development, empowerment of vulnerable groups, health and safety, among others

Is consistent with international and national norms of behaviour and guidelines related to CSR

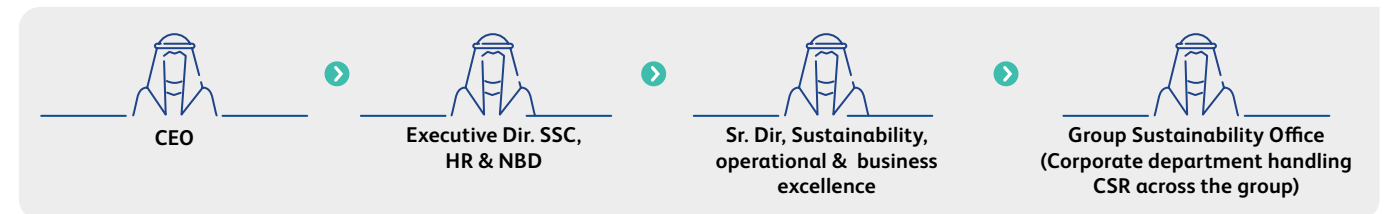


## CSR as part of corporate governance

CSR is an integral part of corporate governance at ENOC. The Group CEO and Executive Committee members direct the CSR agenda through the Sustainability Leadership Committee, which was set up in 2016 and reports directly to ENOC's Board.

The CSR function thus involves the highest leadership of the organisation and draws from ENOC's organisational principles, including its policies on social responsibility and ethics. In the broadest sense of the term, CSR encompasses the Group's duty and moral obligations to its relevant stakeholders, right from fulfilling its legal and ethical responsibilities to its social responsibilities.

## CSR implementation structure



## Shift to transformational CSR

Following the enunciation of the 'One ENOC' strategic objective in 2016, which sought to promote greater coherence in the Group, we have moved towards a 'One ENOC, One CSR' strategy in the firm belief that maximum value can be created only when CSR is fully integrated, implemented, and communicated in a unified approach.

Through a series of stakeholder interactions over 2018 and 2019, which ensured that the process was truly collaborative between the Group and its key stakeholders, we arrived at the 'One ENOC, One CSR' strategy in 2020. We also developed a unified CSR framework and management system to ensure consistency in the Group's CSR implementation.

## Paradigm shift from transactional to transformational CSR



## CSR governance at ENOC

At ENOC, CSR efforts are operated and managed through the Group Sustainability Department. Besides planning, implementing, monitoring, and reporting on CSR initiatives, the GS Department ensures strong CSR governance mechanisms across the Group. Guided by the Sustainability Leadership Committee, the GS Department works in consonance with CSR Steering Committee and CSR Technical Committee to ensure that ENOC's CSR initiatives create sustainable social impact. The GS Department has also been carrying out Social Return on Investment (SROI) studies to measure the impact on the ground.

## Recognition of our efforts

- ENOC won the prestigious Golden Peacock Global Award for CSR for the year 2019 for the second consecutive year. The announcement was made in February 2020
- ENOC was awarded Arabia CSR Award 2020 in Energy Sector Category for the fifth consecutive year in its 13th cycle. Despite disruptions caused by the COVID-19 pandemic, we managed to put together our application in time with support from other CSR Champions in different departments and business units



GPGACSR - 2020



Arabia CSR Award 2020



## ONE ENOC, ONE CSR STRATEGY

# Powering an integrated mission

The year 2020 was a landmark year for the CSR function at ENOC. We developed and released the ‘One ENOC One CSR’ Strategy 2025 document, which reflects ENOC’s unified vision and our intention to bring together the capabilities and resources of the Group to achieve our goals, contribute to national development and create sustainable value for the communities within which we operate.

The ‘One ENOC, One CSR’ strategy and vision framework derives from the commitments of the UN SDGs, the UAE National Agenda 2021 and the Dubai Plan 2021. The ‘One ENOC, One CSR’ vision is a ten-year vision that lays out a unified goal (across its operations and countries) to positively impact and influence 5 million lives by 2030:



### Vision 2030

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

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### Goal

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


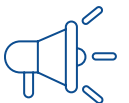





### The promise

The central promise of ENOC’s CSR vision is to promote an inclusive environment that integrates all segments of society – socio-economically disadvantaged groups, people of determination and other vulnerable groups within the UAE and in the countries where ENOC has on-ground operations – leaving no one behind.

### Strategic objectives of 2025 and concomitant programmes

<b>01</b> <b>Promote government agenda of inclusive development</b> <ul style="list-style-type: none"> <li>Measure and report contribution</li> <li>Knowledge dissemination</li> </ul>	<b>02</b> <b>Enthuse, Engage and Empower communities</b> <ul style="list-style-type: none"> <li>Develop vulnerable segments of society</li> <li>Youth driven community engagement/action</li> </ul>	<b>03</b> <b>Strengthen network and partnership for impacts</b> <ul style="list-style-type: none"> <li>Leverage synergies to scale up impact and drive innovations</li> </ul>	<b>04</b> <b>Establish a collective ‘One ENOC’ culture for CSR</b> <ul style="list-style-type: none"> <li>Collective action for CSR social value creation at every touch point of creations.</li> </ul>
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### Focus areas

 Youth and children	 Awareness generation	 Health and safety	 Disadvantaged
 Environment	 Education	 Employee volunteering	

### Integrating through One ENOC, One CSR

During the year, the Group Sustainability Department of ENOC, which drives the CSR planning and implementation, put into force several other measures that will make the implementation of the One ENOC, One CSR strategy more robust and systematic.

- Release of ENOC CSR Framework for the effective management of CSR projects and initiatives
- One ENOC, One CSR 2020 Calendar, which gives, for the first time, a consolidated picture of the CSR activities undertaken by the Group, the expenditure, outreach and impact
- ENOC CSR Management System, which provides a systematic method to effectively assess and address our social responsibility against defined criteria in line with international and national CSR standards and guidelines
- ENOC CSR Award Program, which provides a method to assess and recognise the contributions made towards improving and participating in ENOC’s CSR
- Inclusion of Employee Volunteering KPI in ENOC Sustainability Index to enhance the volunteering level within the organisation
- Finalisation of ENOC CSR Competency Framework, Competency Profile and Professional Development Plan for the CSR function within the GS Department and ENOC Group to enhance the competency level of employees and drive the Group’s CSR agenda
- Development of ENOC CSR Report, which showcases the ENOC Group’s continuous efforts in the space of CSR since inception

### Effecting convergence on CSR

ENOC seeks to drive its CSR through convergence. Building up awareness is critical to creating a ‘unified environment where all ENOC’s business units undertake CSR towards a common social purpose with consistent messaging, starting from a foundation of common CSR intent, definitions, governance models and processes.’

The GS Department of ENOC performs a crucial role in delivering training and thus creating the awareness necessary to drive synergy across the multiple internal stakeholders of the Company. During the year, despite the challenges, the GS Department held 20+ sessions for online CSR awareness and specialised in-house trainings for targeted groups within ENOC and its key partners.

The trainings were delivered through Microsoft Teams as virtual sessions which made it possible to reach a larger number of people compared to the past years.

With 900+ attendees, the CSR segment turned out to be the most popular segment of the trainings delivered by the GS Department during the year.

### SROI for more impact-driven CSR

Social Return on Investment (SROI) is a tool to determine the effectiveness of an intervention that calculates the total social and environmental value created. We have carried out 5 SROI studies in order to evaluate the impact on the ground created by our CSR initiatives so that we can ascertain which projects require sustained funding. We have conducted 5 SROI studies already, which have led to better planning and allocation of resources towards CSR, apart from better engagement with stakeholders. SROI measures the total value generated for every rupee invested in a particular development project.

During the year, we developed and released the “ENOC Social Returns on Investment” manual for consultation. This SROI process manual provides a step-by-step guide for planning, monitoring, evaluating and undertaking SROI analysis for CSR Initiatives at ENOC.

**20 CSR trainings**  
Conducted by GS Department during 2020 with 800+ attendees

**5 SROI studies**  
Conducted to promote ENOC’s impact-driven CSR initiatives



ENOC front liners recognition




## CSR ACTIVITIES

# Making change a participative process

Focused on the three thematic areas of health and safety, environment and education, our CSR programmes are designed to harness the collective power of the youth, cut across communities and reach, apart from our own employees and families, the disadvantaged segments of society. During the year, we continued with our established partnerships with several non-profit organisations and academic institutions to address social challenges, contribute to education and make a positive difference in the lives of people.

As part of our 'One ENOC, One CSR' strategy, we leverage our synergies with partners, networks, Not-for-profit organisations, the community, like-minded businesses and individuals to generate CSR impact on a scale towards realising our vision of building an inclusive and cohesive society.

## Combating the pandemic



**Education Uninterrupted initiative**

Dear Colleagues,

Do you own a personal laptop you don't need?  
Here's your chance to make a difference!

We are proud to partner with Dubai Cares to support the "Education Uninterrupted" initiative; a nationwide fundraising campaign in collaboration with UAE Ministry of Education that tackles the impact of the COVID-19 outbreak on the education of children and youth in the UAE.

You can donate laptops or tablets to support the government's efforts to ensure that every child has a chance to learn during these difficult times. The laptops and tablets will be used to enable e-learning for children from underprivileged families. This is your opportunity to contribute to the community of this beloved nation.

[Click here](#) to register the required details.

For more information contact Ms. Hamda AlMasoum on [hamda.almasoum@enoc.com](mailto:hamda.almasoum@enoc.com) or 04 313 4065.

Best Regards,  
ENOC Group

Laptops - Education Uninterrupted

## Education Uninterrupted campaign

To support the Ministry of Education in promoting e-learning amidst the COVID-19 restrictions and to enable access to education for all students across the UAE, we partnered with Dubai Cares to collect new and used laptops and to distribute them among children in need.

## Employee donation to COVID-19 funds

We encouraged employees to support various funds targeted at combating the pandemic, e.g. the Solidarity Fund, 10 Million Meals Fund, Red Crescent Fund and other platforms where donations were accepted to fund government measures against the pandemic.



شكراً أبطال خط دفاعنا الأول  
Thank you to our frontline heroes

Frontline Heroes

## Education initiatives

### Partnering the Emirates Environmental Group

We continued our partnership with EEG as a strategic educational partner to support their educational programmes. Through these activities we reached out to over 880 students from more than 86 schools and 40 universities across the UAE, GCC and MENA. The students were provided a unique platform to showcase their research skills and innovative solutions to environmental challenges

### Inter School Environmental Public Speaking Competition

This competition is designed to motivate the youth of the UAE to come up with innovative solutions to current environmental problem and find eco-friendly and sustainable solutions. Over the years, the ISEPSC has proven to be a platform for students to showcase their creativity and hone their public speaking skills through presentations, team performances and sound research. This year, the event was organised virtually due to COVID-19 restrictions.

### Inter College Environmental Public Speaking Competition

Like the ISEPSC, this competition encourages university students to address different environmental issues and find sustainable solutions.



Dubai aquarium

### Students' Workshops

The theme for this year's workshops was "Sustainability: A Global Puzzle", which was organised virtually. The theme helped in understanding the implications of our actions, and what steps we could take to shape a sustainable future. ENOC's GS Department delivered a training session on Energy and Sustainability as part of these workshops.

### Dubai Aquarium Underwater Zoo

ENOC continued its sponsorship of the Dubai Aquarium Underwater Zoo (DAUZ) UAE Night Creatures and the Rock Pool Exhibit, which includes indigenous species. The aquarium serves as an educational platform, educating more than 1,257,355 members of the community.



Inter-School Environmental Public Speaking Competition



## CSR ACTIVITIES

### Supporting people of determination



Awareness session at Al Jalila Cultural Centre

#### Al Noor Training Centre for Children with Special Needs

At the 'Adopt A Class' event of the Centre, ENOC supported students through various trainings and educational courses. We continued our partnership with the Centre by supporting 12 children of determination. In addition to providing them assistive technology, we provided the centre a fully-equipped class with virtual reality technology to enhance the quality of education. We also helped to make the centre wi-fi enabled.

#### Al Jalila Cultural Centre for Children

Even during the challenging times of COVID-19, especially during the lockdown, ENOC encouraged employees to take part in this international movement to combat the negative environmental impact of carbon emissions worldwide. This was done through awareness and a commitment from ENOC to switch-off lights at the Head Offices and non-essential appliances in all ENOC's retail sites.



Virtual reality technology class at the Al Noor Training Centre



Dubai Autism Center engagements

#### Dubai Autism Center Partnership

As part of ENOC's efforts to support the Dubai Plan 2021 vision of an inclusive society and as part of our ongoing support to people of determination, we partnered with the Dubai Autism Center to support two different facilities within the Center – the Occupational Therapy Wing and Dark Sensory Room. In the rooms at the Occupational Therapy Wing, we provided assistive technology devices like tubular vibrators for tactile simulation, interactive board screens and other equipment. We also provided equipment for the Dark Sensory Room.

### Community initiatives



Malabes Initiative

#### Malabes Initiative

We launched the Malabes initiative in partnership with Bait Al Khair to collect donations from the doorstep of our employees. We encouraged our employees to donate old, used or new clothes, which were either recycled or sold, and the revenue was used to support underprivileged people. New clothes were gifted to those in need.

#### Blood donation camps

In collaboration with DHA and to support the healthcare sector during COVID-19 pandemic, we launched a blood donation campaign for our employees during the lockdown. When the lockdown was lifted, we launched another blood donation drive at ENOC's Head Office to support the health sector.



Blood donation camp



At the Happiness Centre

#### Happiness Centre for Senior Emiratis

For the first time, we organised a hybrid event for senior Emiratis at the Centre, to ensure their health and safety. Around 20 senior Emiratis from the Centre and around 20 ENOC employees attended the virtual sessions. The event began with an awareness session on COVID-19, followed by an interactive discussion on 'Stories from the Past', between Abdalla Ismail, Dubai TV Presenter, and the elderly Emiratis from the Centre. Among the topics of discussion were culture of the UAE, Emirati craft and on agriculture, fishing, pearl diving and handicraft. Senior Emiratis also participated in a quiz moderated on the UAE's culture and native Emirati words.



CSR ACTIVITIES

Caring for the environment



Earth Hour efforts

World Environment Day

We celebrated the World Environment Day this year through an interactive virtual session on biodiversity to educate employees on the importance of preserving it. We also encouraged employees to spread awareness through different engaging activities with their families such as ‘Plant It, Snap It, Share It’, where employees were encouraged to plant a tree at their homes and send us pictures before and after planting the tree/plant. ‘Draw it, Colour it and Blossom it’ was another activity for children.

Earth Hour

Even during the challenging times of COVID-19, especially during the lockdown, ENOC encouraged employees to take part in this international movement to combat the negative environmental impact of carbon emissions worldwide. This was done through awareness and a commitment from ENOC to switch-off lights at the Head Offices and non-essential appliances in all ENOC’s retail sites.



World Environment Day



LOOKING FORWARD

Aspirations for next year

Each year, we take ambitious targets to push us beyond the regular. Our Sustainability Index helps us in measuring and monitoring our KPIs. By 2030, the Group aims to reduce its energy consumption by 11% (or 1.1% year-on-year), increase the amount of water it recycles to 30%, divert 100% of its waste and reduce the flaring from its plant operations by 50%. To have a wider social impact, starting this year, we are introducing additional CSR KPIs.

Sustainability Index targets for 2021

SI. No	Description of KPI	Measurement unit	Weightage	Logic	Target	Index Score
<b>Environmental KPIs</b>		50%				<b>5</b>
1	Thermal Energy Consumption per unit reduction	GJ/tonne or GJ/m <sup>2</sup>	5%	H ↑	1.1%	1
2	Electrical Energy Consumption per unit reduction	kWh/tonne or kWh/m <sup>2</sup>	5%	H ↑	1.1%	1
3	Energy demand reduction from baseline (2013)	% (GJ/GJ)	5%	H ↑	3.5%	1
4	Renewable energy generation against consumption	% (kWh/kWh total)	5%	H ↑	<b>0.2%</b>	1
5	GHG emission per unit reduction	tCO <sub>2e</sub> /tonne or tCO <sub>2e</sub> /m <sup>2</sup>	5%	H ↑	1.1%	1
6	Air emissions (SO <sub>x</sub> , NO <sub>x</sub> , PM, CO <sub>2</sub> ) and discharges above legal limit	% number of source above limit	5%	L ↓	0	1
7	Recycled water usage compared with total water consumption or reduction	% Water reuse or reduction	5%	H ↑	7.5% <sup>a</sup>	1
8	Waste reduced/recycled compared with baseline	% Waste recycle	5%	H ↑	30%*	1
9	Flare gas reduction compared with the baseline	% Flare reduction	5%	H ↑	5%	1
10	Amount of green procurement vs. Total procurement	% Green procurement (AED/Total AED)	5%	H ↑	<b>80%</b>	1
<b>Social KPIs</b>		40%				<b>4</b>
11	Employees who are UAE Nationals	% Emiratisation	-	H ↑		
12	Number of employees left the company	% turnover	8%	L ↓	10%	0.8
13	Training hours per employee (including online)	Hours per employee	8%	H ↑	<b>8 hours</b>	0.8
14	Score from the Customer Satisfaction survey	Score	-	H ↑		
15	Ratio of women to men	% Women ratio	8%	H ↑	20%	0.8
16	Ethics related training (if applicable)	% completion	8%	H ↑	100%	0.8
17	LTI Incident Rate (people safety)	Rate	-	L ↓		
18	Process Safety Incidents (process safety)	Rate	-	L ↓		
19	Volunteering hours per employee	Hours per employee	8%	H ↑	1**	0.8
20	Inclusion (People of Determination)	% employees	-	H ↑		
<b>Economic KPIs</b>		10%				<b>1</b>
21	Community investment	% investment against economic value retained	10%	H ↑	0.2%	1

<sup>a</sup>Retail

- Recycled water usage Target : 45%
- Waste recycled/diversion Target : 17.5%
- **\*If reduction of water or waste then 5% y-o-y**
- #Ratio of women to men
- 20% for BUs having ratio already over 20%
- Maintain same % for BUs having ratio less than 20%
- \*\*Applicable only to Grade 6 and above



GRI CONTENT INDEX

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

GRI Standard	Disclosure	Description	Page Number / Reference Link
<b>GRI 102: GENERAL DISCLOSURES 2016</b>			
<b>ORGANIZATIONAL PROFILE</b>	102-1	Name of the organization	Inside Cover
	102-2	Activities, brands, products, and services	14-17
	102-3	Location of headquarters	6
	102-4	Location of operations	18-19
	102-5	Ownership and legal form	Inside Cover
	102-6	Markets served	18-19
	102-7	Scale of the organization	12-19
	102-8	Information on employees and other workers	100-103
	102-9	Supply chain	60
	102-10	Significant changes to the organization and its supply chain	6
	102-11	Precautionary Principle or approach	70
	102-12	External initiatives	58-59, 70, 100
	102-13	Membership of associations	58-59
	102-14	Statement from senior decision-maker	8-9
<b>STRATEGY</b>	102-15	Key impacts, risks, and opportunities	24-31
<b>ETHICS AND INTEGRITY</b>	102-16	Values, principles, standards, and norms of behavior	2, 3, 52
	102-17	Mechanisms for advice and concerns about ethics	57
<b>GOVERNANCE</b>	102-18	Governance structure	2, 3, 52
	102-19	Delegating authority	2, 3, 53
	102-20	Executive-level responsibility for economic, environmental, and social topics	36, 37
	102-21	Consulting stakeholders on economic, environmental, and social topics	38, 41
	102-22	Composition of the highest governance body and its committees	2, 52
	102-23	Chair of the highest governance body	2
	102-24	Nominating and selecting the highest governance body	53
	102-25	Conflicts of interest	54
	102-26	Role of highest governance body in setting purpose, values, and strategy	53
	102-27	Collective knowledge of highest governance body	53
	102-28	Evaluating the highest governance body's performance	53
	102-29	Identifying and managing economic, environmental, and social impacts	42-43
	102-30	Effectiveness of risk management processes	24-31
	102-31	Review of economic, environmental, and social topics	44-45
	102-32	Highest governance body's role in sustainability reporting	36, 37
	102-33	Communicating critical concerns	54-55
	102-34	Nature and total number of critical concerns	54-55
	102-35	Remuneration policies	N/A
	102-36	Process for determining remuneration	N/A
	102-37	Stakeholders' involvement in remuneration	N/A

GRI Standard	Disclosure	Description	Page Number / Reference Link
<b>STAKEHOLDER ENGAGEMENT</b>	102-38	Annual total compensation ratio	N/A
	102-39	Percentage increase in annual total compensation ratio	N/A
	102-40	List of stakeholder groups	38-41
	102-41	Collective bargaining agreements	The UAE Federal laws do not allow the formation of trade unions.
	102-42	Identifying and selecting stakeholders	38-41
	102-43	Approach to stakeholder engagement	38-41
	102-44	Key topics and concerns raised	38-41
	102-45	Entities included in the consolidated financial statements	ENOC 2019 Annual Review
	102-46	Defining report content and topic Boundaries	6
	102-47	List of material topics	42-43
<b>REPORTING PRACTICE</b>	102-48	Restatements of information	None
	102-49	Changes in reporting	None
	102-50	Reporting period	6
	102-51	Date of most recent report	1st Jan 2019-31st Dec 2019
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Email: group.sustainability@enoc.com Telephone: 800-ENOC (3662) (local) +9714 3374400 (international)
	102-54	Claims of reporting in accordance with the GRI Standards	6,122
	102-55	GRI content index	122
	102-56	External assurance	None. ENOC aspires to get its next year's report assured by independent assurers.
	102-56	External assurance	None. ENOC aspires to get its next year's report assured by independent assurers.
<b>GRI 201: ECONOMIC 2016</b>	103-1	Explanation of the material topic and its Boundary	66
	103-2	The management approach and its components	22, 66
	103-3	Evaluation of the management approach	66
	201-1	Direct economic value generated and distributed	67, 48-49
	201-2	Financial implications and other risks and opportunities due to climate change	82
	201-3	Defined benefit plan obligations and other retirement plans	Indicator omission. Confidential information.
	201-4	Financial assistance received from government	None
	201-4	Financial assistance received from government	None
<b>GRI 203: INDIRECT ECONOMIC IMPACTS 2016</b>	103-1	Explanation of the material topic and its Boundary	110
	103-2	The management approach and its components	110
	103-3	Evaluation of the management approach	110
	203-1	Infrastructure investments and services supported	110-120



GRI CONTENT INDEX

GRI Standard	Disclosure	Description	Page Number / Reference Link
GRI 204: PROCUREMENT PRACTICES 2016	103-1	Explanation of the material topic and its Boundary	60-63
	103-2	The management approach and its components	60-63
	103-3	Evaluation of the management approach	60-63
	204-1	Proportion of spending on local suppliers	63
GRI 205: ANTI-CORRUPTION 2016	103-1	Explanation of the material topic and its Boundary	54-55
	103-2	The management approach and its components	54-55
	103-3	Evaluation of the management approach	54-55
	205-1	Operations assessed for risks related to corruption	54-55
	205-2	Communication and training about anti-corruption policies and procedures	54-55
	205-3	Confirmed incidents of corruption and actions taken	Indicator omission. Confidential information.
GRI 302: ENERGY 2016	103-1	Explanation of the material topic and its Boundary	78
	103-2	The management approach and its components	78
	103-3	Evaluation of the management approach	78
	302-1	Energy consumption within the organization	83
	302-2	Energy consumption outside of the organization	83
	302-3	Energy intensity	84
	302-4	Reduction of energy consumption	83-84
	302-5	GHG emissions intensity	85
GRI 303: WATER AND EFFLUENTS 2018	103-1	Explanation of the material topic and its Boundary	88
	103-2	The management approach and its components	88
	103-3	Evaluation of the management approach	88
	303-1	Interactions with water as a shared resource	88
	303-2	Management of water discharge-related impacts	88
	303-3	Water withdrawal	89
	303-4	Water discharge	89
	303-5	Water consumption	89
GRI 305: EMISSIONS 2016	103-1	Explanation of the material topic and its Boundary	74, 75, 86
	103-2	The management approach and its components	74, 75, 86
	103-3	Evaluation of the management approach	74, 75, 86
	305-1	Direct (Scope 1) GHG emissions	84
	305-2	Energy indirect (Scope 2) GHG emissions	85
	305-3	Other indirect (Scope 3) GHG emissions	Indicator omission. It is our endeavor to calculate Scope 3 emissions.
	305-4	GHG emissions intensity	85
	305-5	Reduction of GHG emissions	84-85
	305-6	Emissions of ozone-depleting substances (ODS)	87
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	87
	103-1	Explanation of the material topic and its Boundary	90-91
	103-2	The management approach and its components	90-91
GRI 306: EFFLUENTS AND WASTE 2016	103-3	Evaluation of the management approach	90-91
	306-1	Waste generation and significant waste-related impacts	90-91
	306-2	Waste by type and disposal method	92
	306-3	Significant spills	93

GRI Standard	Disclosure	Description	Page Number / Reference Link
GRI 401: EMPLOYMENT 2016	306-4	Transport of hazardous waste	93
	103-1	Explanation of the material topic and its Boundary	100, 102
	103-2	The management approach and its components	100, 102
	103-3	Evaluation of the management approach	100, 102
	401-1	New employee hires and employee turnover	102-103
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	102, 104, 105
	401-3	Parental leave	Indicator omission.
	103-1	Explanation of the material topic and its Boundary	94, 96
	103-2	The management approach and its components	94, 96
	103-3	Evaluation of the management approach	94, 96
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Occupational health and safety management system	96-98
	403-2	Hazard identification, risk assessment, and incident investigation	96
	403-3	Occupational health services	97-98
	403-4	Worker participation, consultation, and communication on occupational health and safety	97-98
	403-5	Worker training on occupational health and safety	96
	403-6	Promotion of worker health	96
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not applicable
	403-8	Workers covered by an occupational health and safety management system	100% of ENOC employees are covered.
	403-9	Work-related injuries	98-99
	403-10	Work-related ill health	Indicator omission. Data not captured.
GRI 404: TRAINING AND EDUCATION 2016	103-1	Explanation of the material topic and its Boundary	105
	103-2	The management approach and its components	105
	103-3	Evaluation of the management approach	105
	404-1	Average hours of training per year per employee	105
	404-2	Programs for upgrading employee skills and transition assistance programs	105
	404-3	Percentage of employees receiving regular performance and career development reviews	100% of ENOC employees are receive regular performance and career development reviews.
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	103-1	Explanation of the material topic and its Boundary	102-103
	103-2	The management approach and its components	102-103
	103-3	Evaluation of the management approach	102-103
	405-1	Diversity of governance bodies and employees	102-103
	405-2	Ratio of basic salary and remuneration of women to men	Indicator omission. Data not captured.
	405-3	Other diversity-related impacts	Indicator omission. Data not captured.
GRI 413: LOCAL COMMUNITIES 2016	103-1	Explanation of the material topic and its Boundary	110-111
	103-2	The management approach and its components	110-111
	103-3	Evaluation of the management approach	110-111
	413-1	Operations with local community engagement, impact assessments, and development programmes	112-120
	413-2	Operations with significant actual and potential negative impacts on local communities	None reported in 2020



ANNEXURES

List of acronyms

<b>AED</b> United Arab Emirates Dirham
<b>AJCCC</b> Al Jalila Cultural Centre for Children
<b>AFM</b> Aviation Fuel Marketing
<b>API</b> American Petroleum Institute
<b>BCM</b> Business Continuity Management
<b>BCP</b> Business Continuity Plans
<b>BE&amp;C</b> Business Ethics & Compliance
<b>BIA</b> Business Impact Analysis
<b>BP</b> British Petroleum
<b>BPSD</b> Barrels per stream day
<b>BU</b> Business Unit
<b>CAP</b> Carbon Ambassador Programme
<b>CDA</b> Community Development Authority
<b>CECO</b> Chief Ethics & Compliance Officer
<b>CEG</b> Cutting Edge Gas
<b>CEO</b> Chief Executive Officer
<b>CFO</b> Chief Financial Officer
<b>CIS</b> Commonwealth Independent States
<b>CNG</b> Compressed Natural Gas
<b>CO</b> Carbon Monoxide
<b>CO<sub>2</sub></b> Carbon Dioxide
<b>COBC</b> Code of Business Conduct
<b>COGS</b> Cost of Goods Sold
<b>COSO</b> Committee of Sponsoring Organisations of the Treadway Commission
<b>CSI</b> Customer Satisfaction Index
<b>CSR</b> Corporate Social Responsibility
<b>DDoS</b> Distributed Denial-Of-Service
<b>DCCI</b> Dubai Chamber of Commerce & Industry
<b>DCD</b> Dubai Civil Defence
<b>DEWA</b> Dubai Electricity and Water Authority
<b>DESC</b> Dubai Electronic Security Center
<b>DFF</b> Dubai Future Foundation
<b>DGs</b> Diesel Generators
<b>DHA</b> Dubai Health Authority

<b>DIA</b> Dubai International Airport
<b>DIES</b> Dubai Integrated Energy Strategy
<b>DLPP</b> ENOC Dubai Lubricants Processing Plant, Jebel Ali
<b>DOC</b> Diesel Oxidation Catalyst
<b>DSCE</b> Dubai Supreme Council of Energy
<b>DSM</b> Demand Side Management
<b>DUGAS</b> ENOC Dubai Natural Gas Company Limited
<b>DWC</b> Dubai World Central
<b>EA</b> EPPCO Aviation
<b>EBI</b> ENOC Bunkering International
<b>ECIP</b> ENOC Commercial and Industrial Products
<b>EEG</b> Emirate Environment Group
<b>EGAP</b> Emirates Gas Aerosol Propellant
<b>HSE</b> Environment, Health and Safety
<b>HSEQ</b> Environment, Health, Safety & Quality
<b>EIPM</b> ENOC Industrial Products Marketing
<b>ELOMP</b> ENOC Lubricant and Grease Manufacturing Plant
<b>EMGAS</b> Emirates Gas LLC
<b>ENOC</b> Emirates National Oil Company
<b>E&amp;P</b> Exploration and Production
<b>EPCL</b> ENOC Processing Company LLC.
<b>EPPCO</b> Emirates Petroleum Products Company
<b>EPRS</b> Emergency Preparedness and Response Section
<b>E&amp;RM</b> Energy and Resource Management
<b>ERM</b> Enterprise Risk Management
<b>ESMA</b> Emirates Standardisation and Metrology Authority
<b>ESTC</b> ENOC Supply and Trading LLC
<b>EWSA</b> ENOC Wellness and Social Affairs
<b>ExCom</b> Executive Management Committee
<b>E&amp;Y</b> Ernst & Young

<b>F&amp;B</b> Food & Beverage
<b>GCC</b> The Cooperation Council for the Arab States of the Gulf
<b>GCEO</b> Group Chief Executive Officer
<b>GHSE</b> Group Environment Health and Safety
<b>GHG</b> Green House Gases
<b>GJ</b> Giga Joules
<b>GPP</b> Green Public Procurement
<b>GPPEWE</b> Green Public Procurement for Energy and Water Efficiency
<b>GQ</b> Group Quality
<b>GRI</b> Global Reporting Initiative
<b>GSD</b> Group Sustainability Department
<b>GT&amp;C</b> General Terms and Conditions
<b>HCT</b> Higher Colleges of Technology
<b>HDTL</b> ENOC Horizon Djibouti Terminals Limited
<b>HSE</b> Health, Safety and Environment
<b>HTTSA</b> Horizon Tangier Terminals SA
<b>HTL</b> ENOC Horizon Terminals Limited
<b>HVAC</b> Heating Ventilation and Air Conditioning
<b>IA</b> Internal Audit
<b>IMO</b> International Maritime Organisation
<b>IMS</b> Integrated Management System
<b>IOGP</b> International Association of Oil & Gas Producers
<b>IPIECA</b> International Petroleum Industry Environmental Conservation Association
<b>ISO</b> International Organisation for Standardisation
<b>ISR</b> Information Security Regulation
<b>IT</b> Information Technology
<b>JAFZA</b> Jebel Ali Free Zone
<b>JIFF</b> Joint Industry Fuel Farm
<b>JVs</b> Joint Ventures
<b>KOC</b> Kuwait Oil Company
<b>KPI</b> Key Performance Indicator
<b>KSA</b> Kingdom of Saudi Arabia

<b>kWh</b> Kilowatt hour
<b>LED</b> Light Emitting Diode
<b>LEED</b> Leadership in Energy and Environmental Design
<b>LPG</b> Liquid Petroleum Gas
<b>LTI</b> Lost Time Injury
<b>LTIFR</b> Lost Time Injury Frequency Rate
<b>MARPOL</b> Maritime Pollution
<b>MDM</b> Mobile Device Management
<b>MENA</b> Middle East and Northern Africa
<b>MoE</b> Ministry of Energy
<b>MOGAS</b> Motor Gas
<b>MTBE</b> Methyl-Tertiary Butyl Ether
<b>MW</b> Mega Watt
<b>NBD</b> New Business Development
<b>NDP</b> National Development Programme
<b>NGO</b> Non-governmental Organisation
<b>NOx</b> Nitrogen Oxides
<b>NPS</b> Net Promoter Score
<b>OCIMF</b> Oil Companies International Marine Forum
<b>OHS</b> Occupational Health & Safety
<b>OPRC</b> Oil Production, Response and Cooperation
<b>OSHAS</b> Occupational Health and Safety Assessment Series
<b>OSRL</b> Oil Spill Responses Services Ltd
<b>OT</b> Operational Technology
<b>P&amp;L</b> Profit & Loss
<b>PM</b> Particulate Matter
<b>PV</b> Photovoltaic
<b>PwC</b> PricewaterhouseCoopers
<b>QBE</b> Quality and Business Excellence
<b>RFID</b> Radio Frequency Identification
<b>RM</b> Risk Management
<b>RoI</b> Return on Investment
<b>SCOC</b> Supplier Code of Conduct
<b>SDG</b> Sustainable Development Goals
<b>SDMS</b> Sustainability Data Management System

<b>SEP</b> Superior Energy Performance
<b>SI</b> Sustainability Index
<b>SME</b> Subject Matter Expert Small and Medium Enterprises
<b>SOC</b> Security Operations Center
<b>SOx</b> Sulphur Oxides
<b>STP/ST&amp;P</b> Supply, Trading and Processing
<b>tCO<sub>2</sub>e</b> tonne carbon dioxide equivalent
<b>TTP</b> Technical Training Programme
<b>UAE</b> United Arab Emirates
<b>ULSD</b> Ultra Low Sulphur Diesel
<b>USD</b> United States Dollar
<b>VOC</b> Volatile Organic Compounds



## CARBON NEUTRAL REPORT

**The development of the Sustainability Performance Report 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.**



**Thank you  
for taking the time to read  
our report, if you would like to  
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