



ABU DHABI OIL COMPANY LTD. (JAPAN)



Annual Sustainability Report 2011



ABU DHABI OIL COMPANY LTD. (JAPAN)

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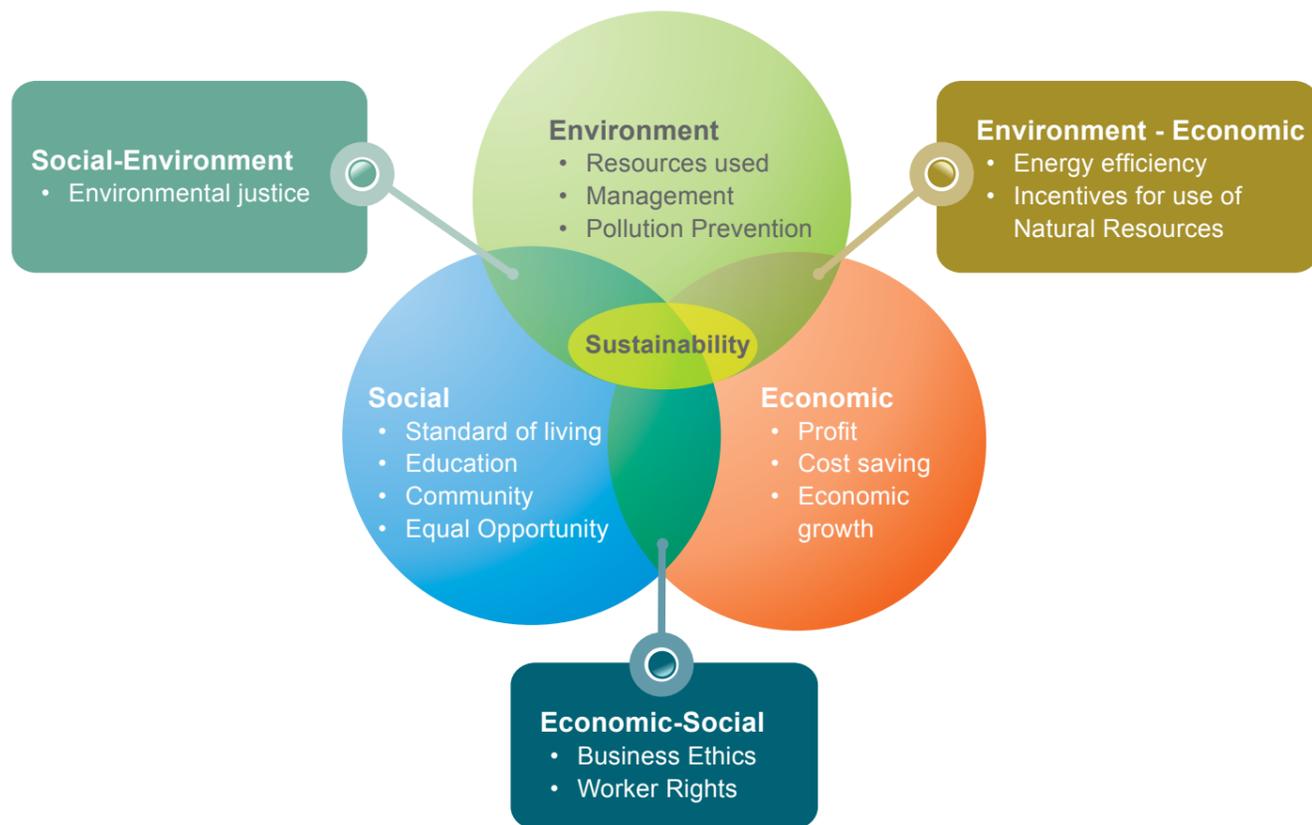


Sustainability Defined

'Capacity to Endure'

The United States Environmental Protection Agency (USEPA) states that sustainability is based on a simple principle: 'Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which human and nature can exist in productive harmony. This harmony permits the fulfilment of the social, economic and other requirements of present and future generations.' Sustainability ensures that we have and will continue to have the water, materials and resources to protect human health and our environment.

Sustainability, as pertaining to our business, involves maintaining a certain status or process in existing systems. Through our operations and activities, we aim at maintaining a good sustainable status with a minimal impact on the environment, economy and society. We believe that in order to maintain a good reputation and status in the current market environment, we need to achieve strong links and equilibrium between the three main pillars of sustainability which are: Environment, Economy and Society, as portrayed in the following diagram



The pillars of sustainability (Environment, Social and Economic) tend to overlap in many instances. At ADOC all pillars of sustainability are fundamental.

Environment: We are highly committed to protecting the environment with pollution prevention as our primary concern, such that necessary measures are being implemented on a project-by-project basis. Health, Safety and Environment Impact Assessment (HSEIA) studies are being developed and prepared

for each and every project. These studies promote environmental protection and raise awareness of certain environmental issues. Another important aspect is environmental management; we have developed our own entity-specific Environment, Health and Safety Management System (HSEMS), stipulating all

necessary environmental management procedures, which is currently being implemented. In addition, we have been highly involved with environmental protection and conservation activities.

Economic: As a company, we are continuing to grow economically. We work toward meeting our financial targets and ADNOC's expectations. Financial studies are continuously carried out as part of projects and assist in identifying areas for cost saving and reasonable spending.

Social: Being aware of the benefits of investing in the social life of our staff and their families, community-based activities and campaigns are organized regularly.

Overlap Environment – Economic: The overlap of the Environment and Economy (Pillars) results in a number of sub-pillars of the sustainability concept. Energy efficiency is one of those sub-pillars. The implementation of energy efficiency concepts helps us to identify ways to reduce excessive consumption of resources. This eventually leads to cost reduction and sustainable development in our company.

Overlap Economic – Social: We conduct our

business based on accepted good business practices, ethics, and integrity. Additionally, we implement our own business ethics to the highest standards. Moreover, we ensure that all employees and workers have equal rights; are provided with health insurance and that all other rights stipulated by the UAE Labour Law are upheld.

Overlap Social – Environment: In the UAE, environmental and social matters are managed and controlled by the government. Therefore, we ensure full compliance with all applicable local and international guidelines.

For us, it is critical to develop and implement sustainability at a corporate level and the Sustainability Report is proof of our commitment towards Sustainability. We define corporate sustainability as the business approach that creates long-term consumer and employee value by not only creating a "green" strategy aimed towards the natural environment, but also taking into consideration every dimension of how a business operates in the social, cultural, and economic framework. It also refers to formulating strategies to build a company that fosters longevity through transparency and proper employee development.

“The pillars of sustainability (Environment, Social and Economic) tend to overlap in many instances. At ADOC all pillars of sustainability are fundamental”



Message from the General Manager

'Sustainability is Fundamental to our Future Vision'

It gives me great pleasure to present to you our first "Annual Sustainability Report – 2011". The Report content has been defined based on Abu Dhabi National Oil Company, ADNOC, Code of Practice V1-07 (Version 6) and is in accordance with the internationally recognized Global Reporting Initiative Guidelines. For the year 2011, we have self-declared a GRI Application Level . The 'Annual Sustainability Report' will be issued on a yearly basis and will replace the previously issued 'Annual HSE Reports'.

In early 2012, we proceeded with preparing our first Annual Sustainability Report as it is one of our core targets and objectives for the year. This Report is the outcome of a multi-year effort arising from our commitment to place sustainability at the very core of our Company's vision and activities. Our Report provides an overview of our operations and highlights the progress, remarkable achievements, and sustainability targets that are central to our future vision.

The decision to place sustainability at our core was made because it is fundamental to our future vision. By being a sustainable organisation, we aim to balance the Economic, Environmental and Social aspects of our operations. In our opinion, sustainability is paramount in ensuring our continued growth and success by creating opportunities that attract, motivate and challenge our employees and provide value to our shareholders, whilst at the same time, respect the community and environment in which we operate.

In this Report, we present our performance related to various KPIs that were set for 2011. We also present our business and operational KPIs that are set for the forthcoming year of 2012. Our main KPIs centre around ensuring zero incidents and injuries to all our employees while maintaining our production targets, adopting a zero flaring policy to all our operations, maintaining and improving on the protection and conservation of mangroves, corals, sea grasses and general biodiversity.

In 2011, we were granted a prestigious HSE Award

for our notable efforts in preserving coral and marine biodiversity 'Regeneration and Cultivation of Mubarratz Island Marine Eco-System'. Apart from the awards, our success in 2011 was measured based on several of the initiatives that were introduced and successfully implemented to promote a proactive HSE Management System (HSEMS). These initiatives include the implementation of an already established HSEMS Action Tracking System for all activities. The Action Tracking System was used to:

- Monitor existing gaps and develop action plans to close out the gaps.
- Track the improvement of the HSE Award system to motivate personnel to be more proactive in HSE activities.
- Enhance the root cause analysis training to improve staff competencies and prevent the reoccurrence of accidents in the future.
- Continue sharing of key information and lessons learned through the regular HSE meetings in Abu Dhabi office and offshore operating sites.

Implementation of HSEMS is a significant achievement which can be attributed to this year's initiatives and the positive responses of our concerned staff. HSEMS helps to build internal strength to promote a safer, more

responsible work environment. Another key indicator of safety performance is Lost Time Injury Frequency (LTIF), and for the year 2011, we have achieved zero incidents not only internally, but also by our contractors. The promotion of our awareness campaign "Promoting Safety Culture of Lessons Learned from Incidents and Sharing by all Concerned" has proven to be extremely effective throughout the Company.

On the business front, we will be updating our Strategic Plan for the coming year. One of the main objectives of this Plan is commitment to sustainability from the perspective of operations excellence and service delivery. On the environmental front, we are committed to continuously reducing our environmental footprint and to enhance a healthy and safe workplace for our co-workers.

We have been working hard to take tangible steps to construct quantitatively sound environmental and carbon footprint baseline measurements in areas of greenhouse gas emissions, resource consumption, and waste management. Once this measurement baseline is set, it will be used as the basis for developing corporate improvement targets that will be integrated into our monitoring and reporting KPIs.



“Sustainability is Fundamental to our Future Vision”

On the social front, we have been focusing on enhancing our repertoire of employee skills. Our Human Resources Department has continued to improve our performance through planning and review, career planning, and flexible benefits and incentives in support of enhanced employee satisfaction and engagement. Furthermore, our health and safety culture has been further deepened and improved through additional training to reduce risks to personnel and assets. We have also been involved in various social and educational activities in Abu Dhabi as a means of becoming closer to our community and demonstrating social corporate responsibility.

As a final note, I would like to take this opportunity to thank all of our employees and contractors for their continuous efforts towards sustainability and HSE excellence. I would also like to express my commitment to support future internal and external initiatives towards the continuous improvement of sustainable performance for the benefit of the economy, society and the environment.

Yukihiro Tanaka,
Representative & General Manager, ADOC.

Our Business Goals and Achievements

Our yearly performance targets for each year are set in the last quarter of the preceding year. Production levels have been maintained for the year 2011 and will remain at the same target level for 2012. Furthermore, we aim towards the realization of an early production scheme for Al Hail field.

Our prime objectives are to ensure safety and stability throughout all operations with minimal impact on the environment. This has been an ongoing target and is still a priority today. Production targets have been met while implementing safe and stable operations in all of the production facilities, from drilling to oil refining.

“Ensure Safe and Stable Operations.”

We have committed ourselves to improving the ability of assigned staff in identifying the root cause of incidents and near misses. We have furthermore ensured that effective corrective actions and lessons learned are shared between employees to avoid recurrence of the same incidents and near misses.

Other notable achievements for the year 2011 include the effective implementation of the revised Permit to Work (PTW) system. In addition the development of Assets Integrity Management System (AIMS) took place. AIMS ensures the technical integrity of existing assets and future assets during all lifecycle phases. As a part of AIMS, an HSE Critical Equipment Study determines actions required to maintain facilities which have been designated through Criticality Ranking.

“Promoting Team-Spirit through Effective Communication.”

Securing business consistency through knowledge-sharing and training is one of our key priorities. We have accomplished that in the past year through the documentation of newly required guidelines in several administrative areas (Accounting, Commerce, and HR) and through the promotion of necessary documentation, such as standardization manuals to share business knowledge and know-how.

Emiratization has been a target for 2011 and is still an ongoing target for 2012. In 2011, a Competency Based Training (CBT) system had been created for the

development of local capital. In 2011, 23% of Emiratization had been achieved in line with the five year Emiratization plan (see table below).

	2011 Actual	2012 Estimated	2013 Planned	2014 Planned	2015 Planned	2016 Planned
Total						
UAE Nationals	37	48	54	58	62	66
Total Staff	159	175	174	170	168	169
Emiratization %	23	27	31	34	37	39

We have and will continue to maintain a strong relationship with UAE educational institutions to help with meeting the five year Emiratization plan.

“Study Leave packages were created and promoted within ADOC to encourage the advancement of local staff.”

Apart from the operational and business related targets for 2011, we had set targets related to communication strategies for societal advancement and Corporate Social Responsibility (CSR). These CSR initiatives are:

- Compliance: Comply with the local laws/regulations including ADNOC CoPs and to abide by the Company rules and regulations.
- Environmental Protection: Mangrove plantation, Coral preservation, Sea grass transplantation, Osprey monitoring and development, 3Rs (Reduce, Reuse, and Recycle) for waste management.
- Occupational Health Risk Management: Established based on the results of a risk survey and which reduced the risk level of activities with high risks.
- Social Contribution: Enhancing the communication between employees and the community and also proactive participation in these planned activities.

In terms of the social activities for us in the UAE, we plan on becoming more involved. In 2011, several internal sports activities were organized through Social Welfare.

Activities Committee (SWAC) to build stronger bonds among the employees as well as with the management for better communication. We also communicated with ADNOC “Corniche Sports Club” and received permission to train with their Basketball team with an aim to participate in future tournaments with ADNOC and its Group of Companies. We improved the variety of food and gymnasium facilities in Abu Dhabi and Mubarras Island for the improvement of our employee health.

Our plan on maintaining these social activities in 2012 and in enhancing them depending on resource availability. In 2011, we spent 147 million USD on operational costs, employee compensation, and donations.

Our primary business target for 2012 remains the safety of its employees and operations. Apart from that, we plan to maintain and increase the production volume from the existing oil fields

“To conduct our operations steadily and smoothly with the utmost attention to improving operations management, the integrity of equipment and the early detection of defects and faults.”

We are focusing on creating a long-term business plan for the next thirty years to encompass Our development and production. This will be done through studies and reviews related to: environmental protection, CSR activities, enhancement of compliance to international standards and to ADNOC’s CoPs, consistency of job performance and infrastructure of accounting and purchasing systems.

For the year 2012 and for the long-run, we intend on maintaining strong relationships with the nearby community through sponsorships of employment exhibitions and academic events. We intend on maintaining strong ties with the Higher College of Technology (HCT) and other local academic institutions. These initiatives are put in place to attract the finest talent of Emirati staff through internship programs and work placements.

“Ensure Safe and Stable Operations”



Introduction – Our Operations

We operate three (3) offshore oil fields; Mubarraz, Umm Al Anbar (AR) and Neewat Al Ghalan (GA) which are located west of the Emirate of Abu Dhabi, UAE.

The main process and supporting facilities are located on Mubarraz Island, south of GA field. The Mubarraz Island facilities include oil and gas processing, crude storage, crude loading, utilities, accommodation and other related infrastructures. Crude oil from Mubarraz, AR and GA fields is blended at Mubarraz Island and shipped as Mubarraz Blend Crude Oil.

We have demonstrated our commitment to environmental protection and gas conservation through various significant and challenging projects, including Sour Gas Injection Project (SGIP) and Zero Flaring Project (ZFP).

Operations at Mubarraz Field

Mubarraz Field is located west of the Emirate of Abu Dhabi. There are the Central Facilities Platform, three production platforms and eighteen well platforms in Mubarraz Field. These platforms are connected via submarine pipelines and submarine cables.

Central Facilities Platform (CFP) - The crude oil from the production wells at the Mubarraz Field is gathered at the CFP through sub-sea pipelines and is transported to the final processing facilities at Mubarraz Island. The CFP is equipped with gas and water separators as well as power-generating facilities. Additional platforms, namely CFP Control Room (CCR) Platform, a living quarter platform and BB well platform, are interconnected by bridges. On the CCR platform, well monitoring and controlling apparatus are installed. The living-quarter platform includes accommodation, helipad and other residential facilities. Production and disposal wells are located on the BB well platform. Separated water at the CFP is injected into the underground formation through the disposal well.

Operations at AR and GA Fields

These fields are located west of the Emirate of Abu Dhabi. Commercial production was commenced in AR Field in 1989 and in GA Field in 1995. AR Site Terminal (ARST) is located at the centre of the AR Field and is equipped with oil processing facilities, sweet gas injection facilities and sour gas injection facilities. The wellhead streams from both fields are gathered at the process facilities at ARST, where oil and gas are then separated. The separated oil is sent to Mubarraz Island and the separated gas is sent to the sour gas injection facilities and sweet gas injection facilities through the sweetening units for gas injection.

The ARST is located north of Mubarraz Island, and a causeway provides onshore access from Mubarraz Island to ARST.

Operations on Mubarraz Island

The crude oil from the Mubarraz, AR, and GA fields are transported via pipelines and gathered at Mubarraz Island where there are processing facilities to refine the crude oil into the final crude product and loading facilities for shipment. There is also a residential facility accommodating approximately 500 personnel, together with sports and recreational facilities including a soccer ground, tennis courts and a golf course, etc.

Rig Operations

An offshore rig is used for drilling new wells or to work over existing wells. We use a jack-up type offshore rig, specially designed for operating in shallow water in our fields, which is also commonly utilized in the Arabian Gulf. The rig consists of a barge-shaped hull with three cylindrical legs and is equipped with a derrick and special devices for drilling and workover operations. The jack up rig is towed to a location with its legs up, and the legs are firmly positioned on the sea bottom at the site for workover or drilling operations.

“MUBARRAZ
Island”

Our Projects

Sour Gas Injection Project

Before the implementation of the Zero Flaring Project, we used to flare associated gas at three operating sites, namely Mubarraz Field Offshore, Mubarraz Island and AR Site Terminal (ARST). The gas flared at ARST contained high concentrations of Hydrogen Sulfide (H₂S) and Carbon Dioxide (CO₂); therefore, finding a solution to this issue was a high priority.

Under the guidance of the Supreme Petroleum Council (SPC), and in close collaboration with Abu Dhabi National Oil Company (ADNOC), we have been instrumental in introducing sour gas injection technology to the Arabian Gulf, whereby sour and acid gas is recovered and subsequently injected into the oil reservoirs of AR Field. The Sour Gas Injection Project (SGIP) called for the

installation of four sour gas compressors, a dehydration unit and a tie-in to the existing process facilities at ARST.

As sour gas injection into oil reservoirs with high pressures was a leading-edge technology, thorough investigations and engineering studies were undertaken prior to execution. This was done in order to ensure that reliable, stable, continuous and safe operations would be achievable. The SGIP was successfully executed in accordance with the proposed schedule and budget, although some variations were made throughout. Currently, sour and acid gas is continuously injected into the oil reservoirs of AR field and consequently, flaring at ARST is nominal, leaving only a small pilot burner.



Zero Flaring Projects

The Zero Flaring Project's (ZFP) prime objective was to minimize the amount of gas flared at Mubarraz Field Offshore and Mubarraz Island, in order to mitigate the air pollution impact of high sour gas flaring, and to comply with the Abu Dhabi National Oil Company (ADNOC) guidelines on environmental protection rules & regulations and under the guidance of the Supreme

Petroleum Council (SPC).

As a result of the ZFP, almost all of the gas which used to be flared at each site is transported to ARST and injected to the oil reservoirs through the sour gas treatment and compression facilities.



“ZERO FLARING
Project in
MUBARRAZ
Field”

“We are not
MAKERS of HISTORY
We are
MADE by HISTORY”

Our Timeline of Emergence

‘We are not makers of history. We are made by history.’

In the summer of 1967, His Highness Sheikh Zayed Bin Sultan Al Nahyan, the former President of the United Arab Emirates and the former Ruler of Abu Dhabi, may his soul rest in peace, took the decisive step of allowing Japanese companies to acquire oil concessions in the Emirate of Abu Dhabi, which until then had been granted only to Western companies. Taking this opportunity, three Japanese independent companies, Maruzen Oil Co., Ltd., Daikyo Oil Co., Ltd. (which has merged into the present Cosmo Oil Co., Ltd.) and Nippon Mining Co., Ltd. (now JX Nippon Oil and Gas Exploration Corporation) took part in an international tender for a concession area relinquished by Abu Dhabi Marine Operating Company (ADMA), and jointly submitted the winning bid. On 6th December of the same year, an agreement concerning the exploration and development of the Mubarraz oil concession area in Abu Dhabi offshore areas was signed.

On 17th January, 1968, Abu Dhabi Oil Co., Ltd. (Japan), (ADOC) was established with a capital of 600 million yen, equally subscribed to by the three (3) companies. In September 1969, the exploratory well No.1 successfully produced the long-awaited crude oil. This underground structure was given the name of Mubarraz Oil Field, and was the first step towards our success in Abu Dhabi. Although the UAE was founded on 2nd of December, 1971, we had advanced into this area before the nation came into existence. In May 1973, the production of oil began, and in June 1973, the first shipment of Mubarraz crude oil left for Japan.

On 28th April 1979, we entered into a supplementary agreement, which granted us a new concession in the West Mubarraz area, offshore Mubarraz Island. On 27th August of the same year, we with our three (3) parent companies established Mubarraz Oil Co., Ltd., (MOCO), for the exploration and development of the new concession area. Consequently, the West Mubarraz Concession area was transferred to MOCO, and an operating agreement was concluded between us and MOCO in which we undertook the management of all operations in the new concession area.

Umm Al-Anbar Oil Field, (AR), and the Neewat Al-Ghalan

Oil Field, (GA), of the new concession area, started oil production in 1989 and 1995, respectively. The crude oil produced from these two oil fields and the Mubarraz crude oil is commingled and the new commingled oil was given the name of “Mubarraz Blend”, the entire production of which has been regularly shipped to Japan.

Meanwhile, the Japanese government decided to abolish the Japan National Oil Corporation, (JNOC), in March 2005, and a problem arose concerning the disposal of its assets. In these circumstances, we acquired all of the assets of MOCO in February 2005 and on 1st January, 2006, MOCO was completely merged with us. On 3rd February, 2011, we successfully signed a new Concession Agreement with Supreme Petroleum Council (SPC) to continue production of oil from the existing 3 oil fields, namely Mubarraz, AR and GA oil fields after the expiry of the current Concession Agreement on 6th December, 2012, for a period of 30 years together with the development of some structures of the Hail Field which is adjacent to Mubarraz Island.

The UAE has attained remarkable growth in crude oil transactions with Japan, which is currently relying on the UAE for approximately one quarter of its entire crude oil imports. On the other hand, Japan is a trading partner that accounts for nearly 15 per cent of the UAE’s foreign trade. Consequently, the two countries are enjoying a deep-rooted, diversified and strong relationship.

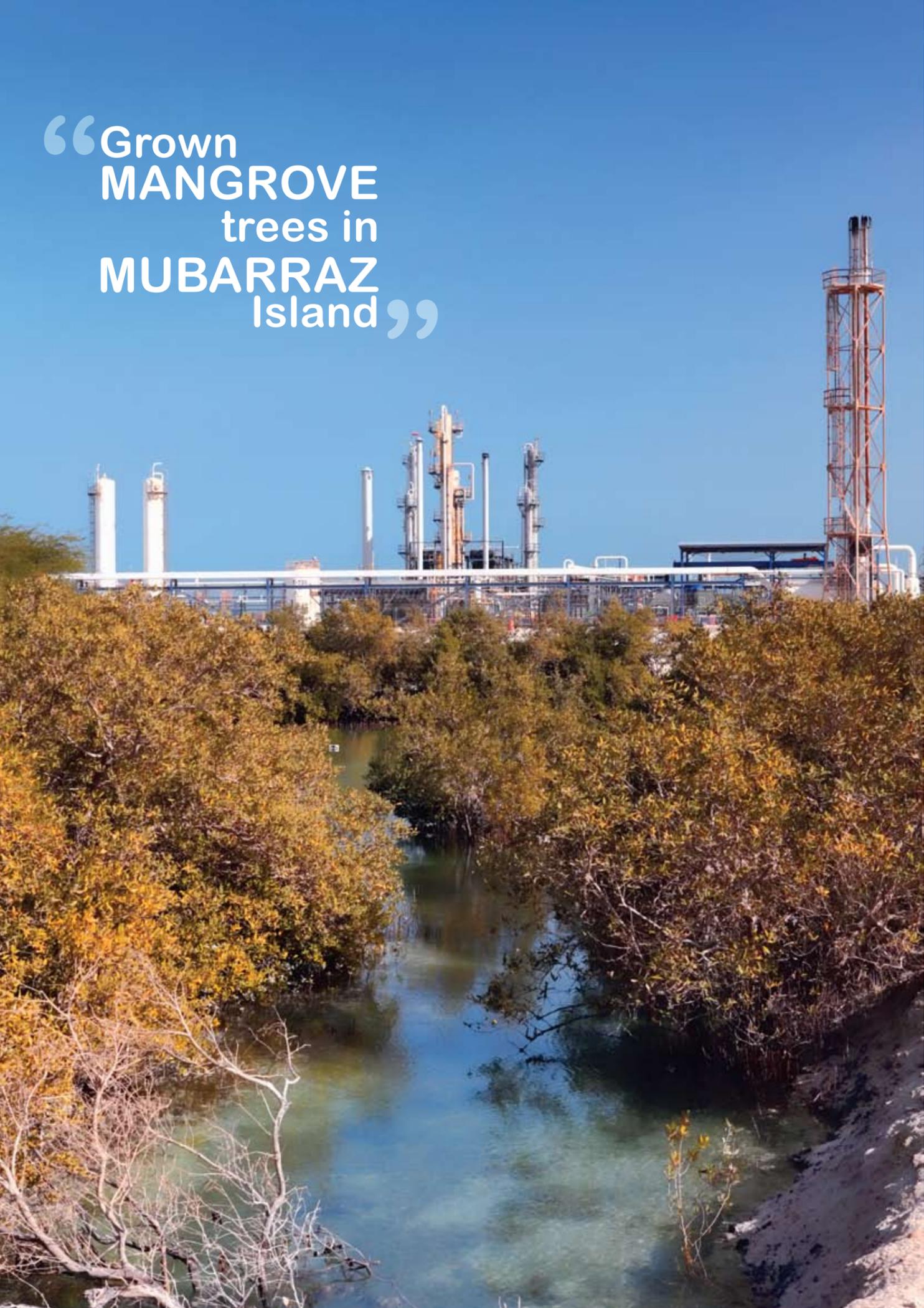
Our company, a 100-percent Japanese-operating independent operator, has established over the years an elaborate optimal operation system in close cooperation with ADNOC. Since our establishment, we have been highly regarded for our steady achievements in Abu Dhabi.

Based on the good reputation we have earned over the years and the Government of Abu Dhabi’s appreciation of our performance, we will continue to exert strenuous efforts to enhance our production capacity and to maintain our operations efficiently, in an environment-friendly manner, with a special emphasis on environment issues.

Timeline

- 1967 • **December 6** - A concession agreement for areas A and B is signed
- 1968 • **January 17** - We established jointly by Maruzen Oil Co., Ltd., Daikyo Oil Co., Ltd., and Nippon Mining Co., Ltd
• **February 1** - The three companies transfer the concession to us
• **September** - The Mubarraz oil well No.1 successfully produces crude oil
- 1971 • **July** - Development of the Mubarraz Oil Field begins
- 1972 • **April** - Construction of the Mubarraz Island terminal begins
- 1973 • **May 7** - Mubarraz Oil Field starts production
• **June 6** - The first shipment of Mubarraz crude oil is made
- 1979 • **April 28** - A concession agreement for the West Mubarraz area is signed
• **September 10** - The concession in the West Mubarraz area is transferred to MOCO
- 1982 • **June 19** - AR well No.1 successfully produces crude oil
- 1985 • **February** - Development of AR Oil Field begins
- 1986 • **April 1** - Maruzen Oil Co., Ltd. & Daikyo Oil Co., Ltd. Merge; Cosmo Oil Co., Ltd. established
- 1988 • **January** - Construction of AR Oil Field production facilities begins
• **February** - The cumulative production reaches 100 million barrels
• **March 8** - A concession agreement in the GA area (80 square kilometres) is signed
- 1989 • **January 10** - AR Oil Field starts producing crude oil
• **March 5** - ADOC's head office is moved to Shinjuku Daiichi Seimei Building
- 1992 • **November 20** - Crude oil shipments reach a cumulative total of 300 shiploads
• **December** - Nippon Mining Co., Ltd. and Kyodo Oil Co., Ltd. merge and Nikko Kyoseki Co.
- 1994 • **July** - Development of GA Oil Field begins
- 1995 • **July 10** - GA Oil Field starts producing crude oil
- 1996 • **June 24** - Our head office is moved to Shinjuku Daiichi Seimei Building
- 1997 • **March 9** - The cumulative production reaches 200 million barrels
- 1998 • **January** - We celebrate 30th anniversary of its establishment
- 2000 • **November** - A "sour gas" injection project is launched
- 2001 • **May** - A "zero-flaring" project is initiated; underground disposal of waste water begins
- 2002 • **January** - The cumulative production reaches 50 million barrels. (MOCO)
- 2003 • **May** - We celebrate 30th anniversary of its commencement of oil production
- 2004 • **July 27** - Crude oil shipments reach a cumulative total of 500 shiploads
- 2005 • **June** - The cumulative production reaches 200 million barrels. (ADOC)
- 2006 • **January 1** - We merge with MOCO
- 2007 • **February 26** - Our head office is moved to Tennoz Central Tower
- 2008 • **January 17** - We celebrate the 40th anniversary of its commencement of oil production
- 2009 • **September 13** - The cumulative production reaches 300 million barrels
- 2010 • **July 1** - Japan Energy Corporation and Nippon Oil Exploration Limited merge and JX Nippon Oil & Gas Exploration Corporation is established.
- 2011 • **Feb 3** - We successfully signed a New Concession Agreement to continue production of oil from the existing 3 oil fields, namely Mubarraz, AR and GA oil fields after the expiry of the current Concession Agreement on 6th December, 2012, for a period of 30 years together with the development of some structures of the Hail Field which is adjacent to Mubarraz Island.

“Grown
MANGROVE
trees in
MUBARRAZ
Island”



Our Governance, Commitments and Engagements

We are owned by a number of Japanese shareholder companies. They are selected based on their interest in joining our company and contributing to its development and growth. They are actively engaged, participating in key governance functions through an annual shareholders meeting, and are included in key decision-making processes regarding the future of our company. Shareholders receive benefits in the form of dividends proportionate to their shareholdings.

Our Board of Directors

The company is controlled by the Board of Directors. It is responsible for resolving legal and regulatory issues and items in the Articles of Incorporation. The Board also establishes management policy and supervises appointed directors.

Regulations governing the Board of Directors stipulate that, in principle, meetings are to be held on a quarterly basis, and that extraordinary meetings are to be held when necessary. During meetings, directors make decisions on important management-related matters and examine progress on business initiatives and measures for resolving problems.

The Executive Board Meeting makes decisions and deliberates on basic policies and important matters concerning business execution in accordance with basic management policies as determined by the Board of Directors.

Regulations governing the meeting stipulate that our Directors meet once a week and that additional meetings are convened as required. Our President chairs these meetings with the attendance of our Executive Directors and Executive Auditors.

Sustainability Organization

Managerial responsibility has been delegated to Mr. Yukihiro Tanaka as Representative and General Manager of our Abu Dhabi office. Mr. Tanaka exercises his authority through a Management Team; whose mandate is to support the Company. The Management Team includes eight (8) department managers, namely: Manager of Government and Local Relations Department (GL), Manager of Administration Department (AD), Manager

of Human Resources and Development Department (HR), Manager of Finance Department (FA), Manager of Purchasing and Transport Department (PT), Manager of Development Department (DP), Manager of Processing and Maintenance Department (PM), and Manager of Health, Safety and Environment Department (SE).

Sustainability is deeply integrated into all aspects of the company, including operational lines. Specific responsibility for the firm's sustainability, including setting sustainability targets and KPIs, developing our sustainability corporate strategy, monitoring the implementation and achievement of targets and KPIs and assigning sustainability related responsibilities to personnel is currently assigned to Mr. Yuji Nakamori. Mr. Nakamori is our SE manager, and has been assigned a new role as head of the company's sustainability initiatives.

Stakeholder Engagement

We define stakeholder as any person or group of people that may be affected positively or negatively by the financial, environmental (including health and safety) and social aspects of our operation, and those who have an interest in or have an influence on our activities.

Internal stakeholders are identified as follows:

Stakeholder	Method
Employees	Selected based on the assigned job description, experience, qualification, and performance.
Contractors and Suppliers	Selected based on the technical and commercial proposal for a specific service.
Management Team	Selected by the Board of Directors.
Shareholders	Selected based on their interest in joining our company and contributing to its development and growth.

The Supreme Petroleum Council (SPC) is the regulatory body for Health, Safety and Environment (HSE) for the oil and gas industry in Abu Dhabi. It developed the ADNOC HSE policy and strategy and oversees corporate HSE performance. The SPC also ensures that the ADNOC Group of Companies comply with the corporate HSE standards, policies and the ADNOC Codes of Practice. The

Our Business Strategy

SPC liaises with Federal and Abu Dhabi HSE authorities on behalf of ADNOC Group of Companies. Our other stakeholders are ADNOC and its Group of Companies, and local communities, i.e., schools, colleges and families of employees.

The Technical Committee Meeting (TCM), held bi-annually, is one of the main methods of keeping stakeholders (SPC / ADNOC) informed. This approach has been continuously encouraged and mandated by office management. Technical and Budgetary issues are discussed in these meetings including short-term and long-term targets. These issues are monitored by the Action Tracking System (ATS).

Our aim for the forthcoming years is to develop a more diverse and far-reaching stakeholder engagement program to further enhance our sustainability performance.

The following table provides an idea of how our stakeholder map will be presented in the following sustainability reports.

Stakeholder	Category Subgroups	Ways in which We Engage
Employees	Employees	Company surveys
	Potential Employees	
Local Communities	Local Authorities	<ul style="list-style-type: none"> Fundraising programs Involvement in community activities
	Environmental Organizations	
	Community Committees	
Suppliers		Supplier surveys
Academic	Institutes	<ul style="list-style-type: none"> Funding Scholarship
Government and Regulators	SPC / ADNOC	<ul style="list-style-type: none"> Client surveys Conferences/training events

Policies and Procedures

We have developed, and are continuously implementing, a number of internal policies and procedures. Detailed Codes of Conduct are in place and have to be implemented across the Company.

In addition, we abide by various national and international guidelines and regulations. The main guidelines and practices that we comply with are ADNOC's Codes of Practice, which are based on international standards and guidelines such as: NFPA, EPA, MARPOL, API, and OGP.

Communication procedures are in place for shareholders and employees. Issues and concerns of employees and shareholders are communicated directly to the governance body (GM), who will eventually communicate the same to the Board of Directors. In addition, recommendations for improvement and enhancement of work may similarly be communicated to the governance body (GM) and the Board of Directors.

The governance body will carry out a performance evaluation through conducting internal audits, preparing sustainability reports, holding HSE Committee meetings and HSE Patrols. Our audit committee will evaluate the performance of the organization. The main evaluation aspects include economic, environmental, and social performance.

Membership and Enrolments

The majority of our memberships have been obtained through ADNOC. Our main memberships include: Abu Dhabi Sustainability Group (ADSG), Oil and Gas Producers Association (OGP), and Abu Dhabi Emergency Support Committee for Offshore Operators (ADESCO).

Our business strategy is centred on ensuring safe and sustainable operations. The production planning target for the year 2012 is to exceed the target level of 2011. This oil is to be produced from the three existing oil fields and through the realization of an early production scheme from Hail field. The primary concern of our business strategy is to conduct our operations steadily and smoothly with the utmost attention to improving operations management, the integrity of equipment and the early detection of defects and faults.

Economy Strategy

The financial performance for the year 2011 includes a revenue stream of 976 million USD. Operational costs, employee compensation, and donations amounted to 147 million USD.

Our economic expenditure includes a budget that is set aside on a yearly basis for environmental protection and preservation. Environmental expenditure covers activities such as waste disposal, renewable energy development and implementation, emissions treatment, remediation costs, prevention, and environmental management. The following table shows the breakdown of the environmental budget for the year 2011.

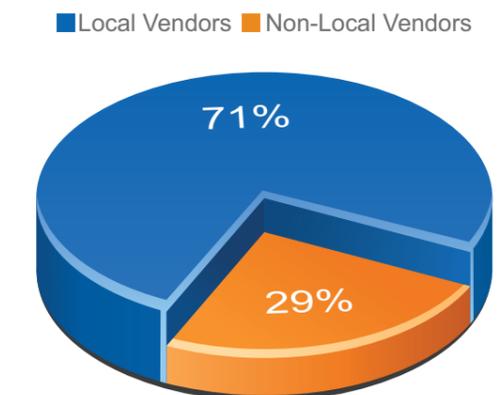
Type of Environmental Expenditure	Cost (AED)
Waste Disposal	10,705,428
Renewable Energy	0
Emissions Treatment	0
Remediation Costs	105,024
Prevention	165,150
Environmental Management	178,087

Procurement is an integral part of our economic strategy. We maintain strong relationships with our suppliers and only acquire services and products from a list of vendors who meet certain quality standards. Our pre-qualification process is stringent in which all

vendors are registered and pre-qualified. When a need is established by the concerned department/end-user to procure a product or service, the Purchasing and Transport Department becomes involved in a stage-gate process where the qualified vendors are approved by the Tendering Board and are notified to bid in a structured tendering process. Once vendors submit their offers through separate technical and commercial bids, the bids are evaluated on a two-tiered scale. Offers are first evaluated based on their technical acceptance; all offers that are not technically acceptable by the concerned department/end-user are excluded from the second stage of evaluation. In the second stage, the offers are evaluated on a commercial scale and a vendor is then selected. Once an agreement is made on the scope of work, schedule, and cost of service, the vendor is then contracted by us through a binding contract.

Our procurement practices are biased towards local vendors based in the UAE; this is done in order to boost the local economy and contribute to the Emirati community. In case of the unavailability of a suitable pre-qualified vendor in the UAE, we invite international vendors to bid on a particular product or service. The following pie chart demonstrates our spending percentage on procurement between local and non-local vendors.

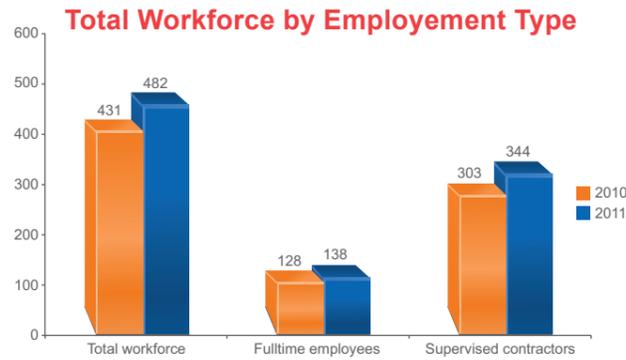
Procurement Budget for 2011 (AED)



Our Employees

Our Workforce

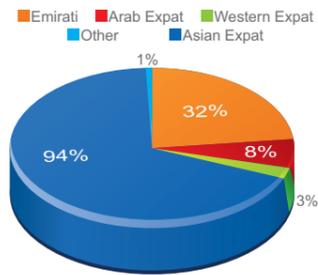
We realise that our employees are the backbone of our company. As a result, we aim to provide them with attractive benefits and a positive working environment, where they can thrive and prosper. We have increased the number of employees from the year 2010 to 2011 by 10% to satisfy our production increases and meet our operational targets.



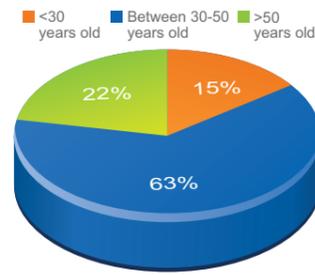
Diversity

Diversity has enriched our organisation and provided a positive working atmosphere. Our company has attracted various ethnicities and age groups.

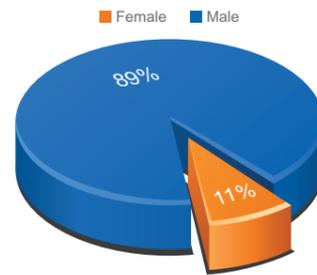
Employee Breakdown by Ethnicity (%)



Employee Breakdown by Age (%)



Employee Breakdown by Gender (%)



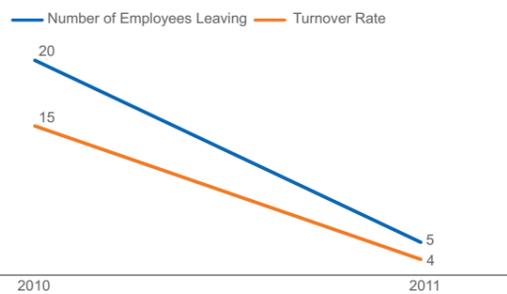
Equal Opportunity

We follow a zero-discrimination policy in the workplace. No cases of discrimination, forced labour, or child labour have been reported in the year 2011. Engagement relations are managed by our Administration (AD) Department as no collective bargaining or union arrangements are permitted under the UAE labour law.

Turnover and Retention

Our employee turnover rate for the reporting period is relatively low for our industry. At 4.0%, our turnover rate is lower than the ADNOC Group of Companies' average of 7.7%, as reported in the 2011 ADNOC Sustainability Report.

Turnover Rate (2010-2011)



This low turnover rate can be attributed to many factors, most notably the working environment which is greatly influenced by Japanese-style ethos and practices, including our home from home working atmosphere. Moreover, in valuing our employees, ADOC offer attractive employment benefits including; healthcare, disability/invalidity insurance, education assistance, generous leave policies and end of service benefits. Consequently, ADOC continue to retain skilled and experienced employees and, as such, productivity is maintained.

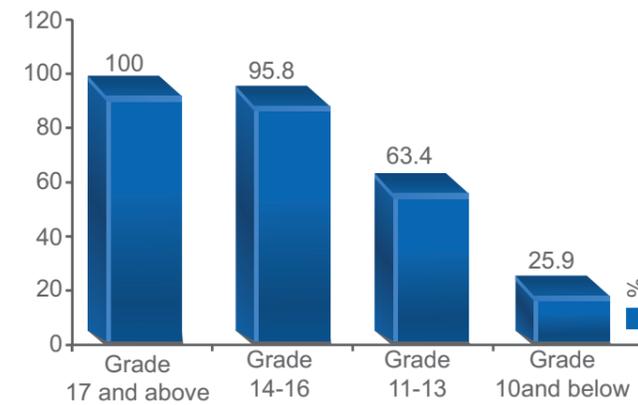
Training and Development

In order to maintain our impressive turnover rate, we try to focus on the training and development of our staff. Not only does training ensure a high calibre of skills for our staff, but it also contributes to the empowerment of our employees to innovate and remain motivated. Training and development covers both technical and non-technical skills to ensure a well-rounded workforce that is easily adaptable under all circumstances. All of our fulltime

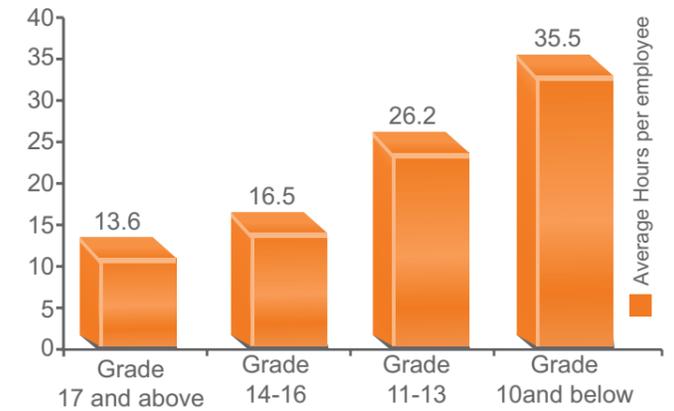
employees receive annual performance and career development reviews as a follow-up to their ongoing learning and development career plan for the duration of their employment.

Our employee training participation, hours, and cost statistics for the year 2011 are presented below.

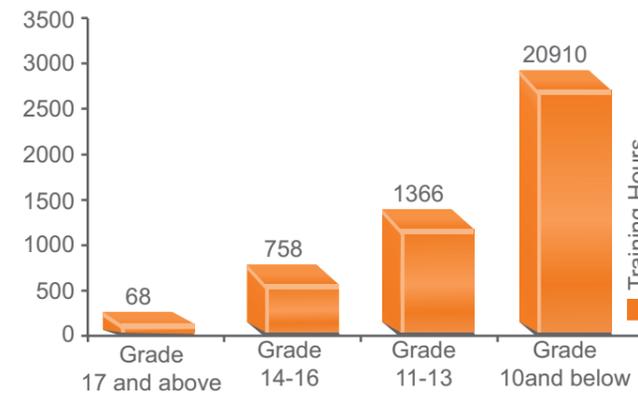
Percentage of Employees Participating in Training



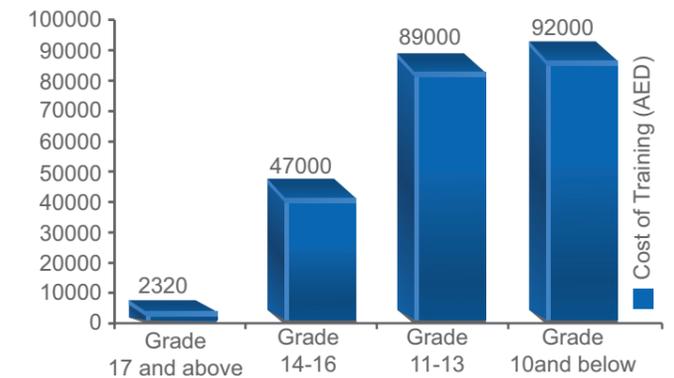
Average Training Hours per Employee



Training Hours



Cost of Training (AED)



CASE STUDY:

Training and Development

In 2011, we have delivered over 32 courses to our employees. Our training and development program includes courses that focus on soft skills and technical skills, equipping our staff with tools to execute their day-to-day operations on site and at the office.

Soft skills training offered includes: Business English at various levels; SMART objectives and KPIs; Communication and Team Building; Creative Problem Solving and Decision-Making; Administrative Skills; Project Management; Legal Translation; Budgeting Skills; Interviewing Skills; and Cultural Awareness Workshops.

Technical skills training offered includes: Acid gas injection; Sour gas treatment and effective management; environment waste management and control; SPHR – SHRM Learning System; Plant Safety Audit & Process Safety Management; Risk Management and Loss Prevention, Accident Investigation and Root Cause Analysis.



Participants of the Accident Investigation & Root Cause Analysis Training Session

Health & Well-being

We invest in our employees' health and well being by providing them with various training and awareness programs throughout the year for serious disease prevention control. We have an Occupational Health Risk Management System (OHRMS) in place to foster a safe and healthy work environment. This system is in compliance with the ADNOC Code of Practice CoPV1-10.

In 2011, our employee exposure hours were 2,873 and the occupational health injury and illness rates, including occupational diseases, lost days, absenteeism

and work-related fatalities, were zero per 200,000 man-hours worked.

A detailed procedure for HSE Training (SE/GP-05) is applied to all new employees, and existing employees taking up new roles; this applies to all personnel working in our company, including contractor staff. The objective of the procedure is to ensure that all employees and contractors have the knowledge, skills and values necessary to fulfil their HSE job requirements and to avoid the incidence of occupational injury and illness.

CASE STUDY:

Procedures for HSE Training

The procedures for HSE Training were initially released in 2008. In the first quarter of every year, all employees are provided with a yearly calendar that has a list of all targeted-training courses related to HSE. Amendments to this schedule are based on departmental needs and job requirements. The Procedure is broken down into the following steps:

1. Determine the Training Needs of the employee and supervisor in order to understand the required HSE skills for each position
2. Periodically review HSE Training to monitor the need for any revisions of requirements
3. Provide training in one of the following methods: HSE Induction, HSE Training Courses, Emergency Drills, or Departmental
4. Emergency Drills
5. Maintain and update training records on a regular basis
6. Evaluate the effectiveness of HSE Training on a yearly basis
7. Organise Special Fire Brigades at Mubarraz Island, Central Facilities Platform, and Abu Dhabi office. These Brigades are meant to provide employees with knowledge of fire fighting and spill control (where applicable)



“activities at ALMAYA Island”



Our Communities

We have found a home away from home in Abu Dhabi. The UAE and Japan maintain extremely close economic relations in which both countries are aligned to form a symbiotic relationship that is beneficial to both. Japan is a very important trading partner of the UAE, both in terms of exports and imports, while the UAE is one of Japan's largest suppliers of crude oil. The bilateral relations between the UAE and Japan have become stronger in recent years, as exchanges have developed, not only in the economic field, but also in other areas such as culture and sports.

to and integrating into the culture and traditions of that country crucial, in order to establish and maintain a mutually respectful and cooperative relationship. In our Abu Dhabi Field Office, there are more than 350 non-Japanese employees, including Emiratis and more than 20 other nationalities. Our contribution to the UAE community is exemplified in our employment of Emirati and non-Emirati expat staff with attractive benefit packages, salaries, and amenities. Throughout almost 45 years of history, we have established unshakable cooperative relations between the locally recruited employees and the Japanese.

Development of oil in a foreign country makes adapting



Tennis Courts



Gymnasium



Clinic



Accommodation Buildings in
Abu Dhabi



Front Entrance to ADOC



Accommodation Facilities on
Mubbaraz Island



Staff Mess

Our corporate history reflects the results of not only our cooperative relationship with non-Japanese employees, but also with the Abu Dhabi government and the UAE community. We realise the importance of community acceptance of our operations, and since 2010 we have been involved in ongoing social promotional activities to raise the profile of our company in Abu Dhabi. We have participated in tennis, football, and basketball tournaments. We also encourage the families of our employees to be involved in these social activities to promote a healthy lifestyle and create a work-life balance.



Our Employees enjoying an outing in Al Maya Island



Maya Island Family Trip



Sports Day

It is our great pleasure to be operating in Abu Dhabi as we are one of the oldest oil companies in the city and the first non-Western oil development company in the Gulf. We take pride in

these accomplishments and are committed to promoting our company's reputation and attracting qualified Emiratis to join in our team. In the field of education, we have introduced the Study Leave

Program, a new program which allows our Emirati employees to work for us after graduation for a period equivalent to the study leave period. We have also been active participants in the Higher Colleges of Technology (HCT) Employment Expo; and, due to their appreciation for our sponsorship, we were the recipient of the Abu Dhabi Industry Award in May 2011. The Abu Dhabi Industry Award is a unique initiative by industry leaders and executives, who are members of HCT's Program Advisory Committee, which aims to encourage UAE National students in their pursuit of academic excellence.

We are proud to be a member of the UAE community, and we will continue to explore new avenues in which we can participate and give back to the Emirati community to highlight our corporate social responsibility.



Our participation in the 8th Abu Dhabi Industry Award



Japanese School Sponsorship



New Year Celebrations



Cleanup Arabia

Our Environment Initiatives and Achievements

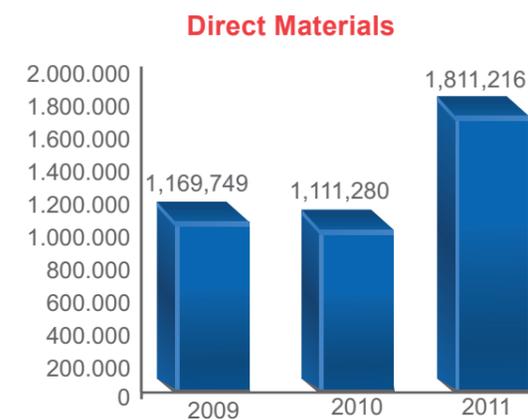
Environment

Our vision is to maintain a balance between our environmental footprint and carbon intensity, and our business growth. We believe that environmental stewardship should be enforced and practiced at all levels of hierarchy. Our environmental management system is embedded in all our operations, where it assists in achieving our vision. Due to the nature of our business, we face major challenges in terms of environmental protection and conservation, resource usage, greenhouse gas emissions, and waste management. Our development is dependent on extracting resources from the environment and our growth depends on the crude oil that we produce and sell; therefore, we owe it to our environment to protect it and preserve its natural beauty. Clear environmental targets help us in monitoring, assessing, and reviewing our performance; ensuring that we remain accountable for our sustainability commitments. The following sections discuss our performance, initiatives, achievements and targets for each of the major challenges.

Materials

Our material use has been increasing steadily due to our corresponding growth. For the year 2012, we plan on exploring venues where we can use recycled input material.

By Weight (Tonnes)			
	2009	2010	2011
Total Material	1,169,749	1,111,280	1,811,216
Recycled Input Material	0	0	0



Energy

Our operations are run using direct and indirect energy sources. We generate direct energy ourselves while indirect energy is either imported or consumed from external sources. Our approach towards energy management is to increase energy efficiency by reducing consumption and losses at the source. To meet our energy efficiency initiatives, we have already audited our energy usage and are now monitoring it on a yearly basis. This helps us to understand, where we can improve and reduce our carbon footprint. We are also pursuing the use of renewable energy sources, such as solar power, and have existing solar power systems installed to power our electrical equipment at our HQ office.

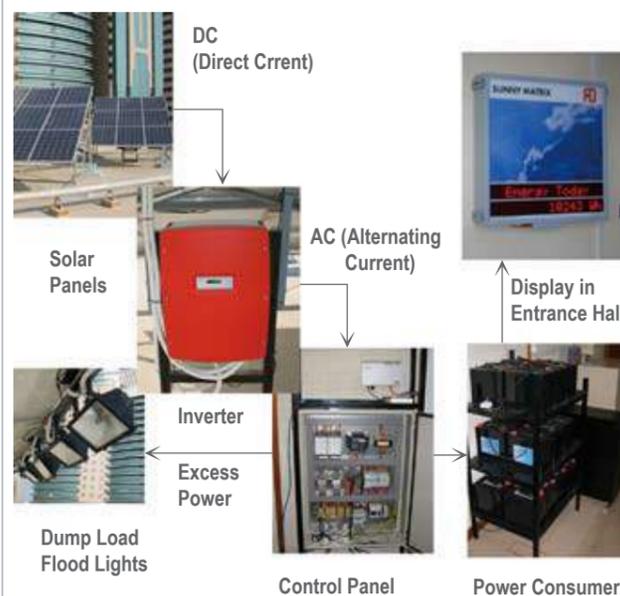
Comparison of Energy Usage			
	2009	2010	2011
Generation (KWH)	2,703,970	172,244,260	175,144,370
Import (KWH)	88,826	4,696,557	3,862,376
Consumption (KWH)	2,792,796	175,656,969	179,006,746
Power consumption per ton of Production (KWH/MT)	149	154	168
Power loss per ton of Production (KWH/MT)	1	1	1
Direct Energy Consumption - non-renewable (GJ)	2,792,796	2,706,742	32,347,854
Direct Energy Consumption - renewable (GJ) / Energy Saved	25.6	37	36
Total Indirect Energy Consumption (GJ)	17,591	16,908	13,905
Corresponding amount of primary energy used to produce the indirect energy (GJ)	55,633	55,092	45,306

CASE STUDY:

A Solar Power System was installed on the rooftop of our Abu Dhabi Office in September 2008 to supply power to the electronic devices in the Development Department (DP).

Power Generated (Year 2008 – 2011)

Year	Power Generated (KW/Yr)	CO ₂ Reduction (tonnes / Yr)
2008	3,100	1.6
2009	7,100	3.6
2010	10,200	5.1
2011	10,000	5.0



Water

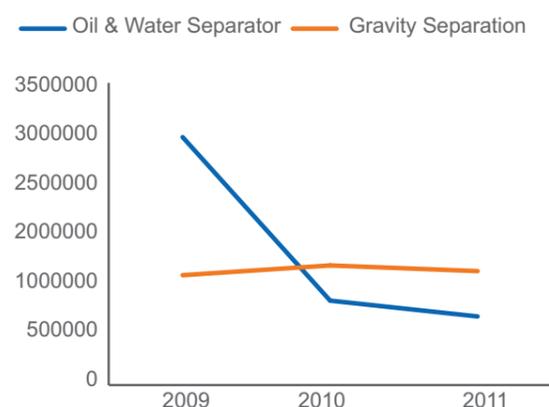
Our approach towards water use is to ensure minimization, wherever possible. We extract water from the Arabian Gulf for production and cooling purposes. Nearby water bodies are not affected by this extraction as the volume of water extracted is less than 5% of the total water body size. Part of the surface water is being extracted from the Marawah Marine Protected Area; however, the volume of water is also not significant enough to affect the Protected Area's ecosystem. Over the coming years, we plan to reduce our consumption and increase recycling/reuse of water in order to improve water usage efficiency at our facilities and in our offices.

Comparison of Water Usage (m ³)			
	2009	2010	2011
Produced Water discharged to deep wells	1,272,582	1,385,510	1,320,612
Cooling Water Discharged to Sea	2,090,040	189,960	189,960
Water Withdrawal - Surface water	3,085,950	1192412	1,014,258
Municipal Water	15,504	8,575	56,637
Water recycled/reused	Nil	Nil	Nil

Effluents

Effluents discharged to the sea include cooling water from rigs and Central Facilities Platform (CFP). Other effluents discharged include separated RO brine from the desalination plant at Mubarratz Island.

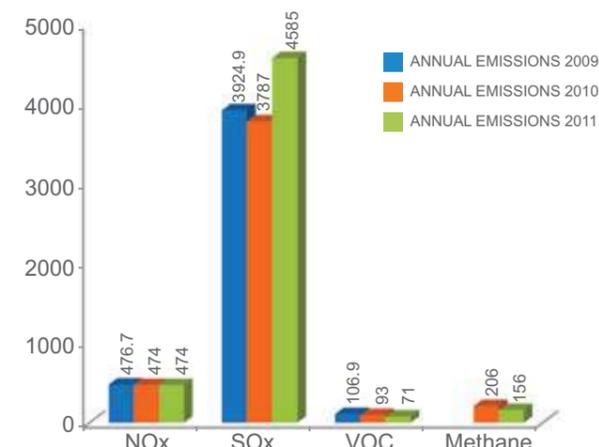
The following graph demonstrates the trend in effluent discharge for the years 2009-2011..



Climate Change Data

Our policy on emissions is in line with ADNOC's zero flaring strategy. Furthermore, we have initiatives and projects in place to reduce overall operational emissions. For the year 2011, ADOC has achieved a reduction of 5,469 tonnes of CO₂ equivalents. Zero emissions of ozone-depleting substances were recorded and no spills of hydrocarbons occurred either. Lastly, there were no accidental releases of Halons or CFCs.

Non-CO₂ emissions are generated on our facilities through power generation from our operations. The most significant emissions that we monitor on a yearly basis are NOx, SOx, VOC, and Methane. These are monitored along with CO₂ emissions due to their Global Warming Potential (GWP) and detrimental health effects. The following graph shows the quantities of Non-CO₂ emissions for the years 2009-2011.



Non-CO₂ emissions are converted to CO₂ equivalents, measured and monitored on a yearly basis. We work on reducing our emissions on a yearly basis through various initiatives that include being more efficient as an operator. The following table gives a detailed breakdown of the climate change data related to our operations from the years 2009-2011

Item	Unit	Volume / Weight		
		2009	2010	2011
1 Total Gas Flared	m ³ /yr	7,307,304	6,490,787	5,570,915
2 Total Energy Consumption	GJ	19,953	2,723,687	32361795
3 Energy Consumption per tonne of Production	GJ/Tonne	0.017	3	18
Total Production in year				
4 Crude	Tonne	1,164,235	1,110,107	1067565
Gas		1,247,265	1,288,445	738569
5 CO ₂ Emission per tonne of production	Kg/Tonne	206	216	220
6 GHG Emission per tonne of production	Kg/Tonne	225	229	237
7 Direct GHG emissions	Tonnes of CO ₂ equivalent	394,596	254,241	248,478
8 Indirect GHG emissions	Tonnes of CO ₂ equivalent	11,899	12,717	2,935
9 Other indirect GHG emissions	Tonnes of CO ₂ equivalent	899	16,183	16,454
10 GHG emissions reductions achieved	Tonnes of CO ₂ equivalent	0	6,080	5,469

Environmental Impacts of Transportation

Transportation of equipment, materials and personnel is a necessary activity in the daily running of our business, which generates emissions as it consumes fuel. We use vehicles, planes, helicopters, and vessels as transportation mechanisms. We do not have any policy in place to reduce our footprint resulting from transportation; however, we will continue with regular preventive maintenance of our transportation fleet to preserve their fuel-engine efficiency. For the upcoming years, we plan on implementing logistical solutions to reduce our emissions from transportation.

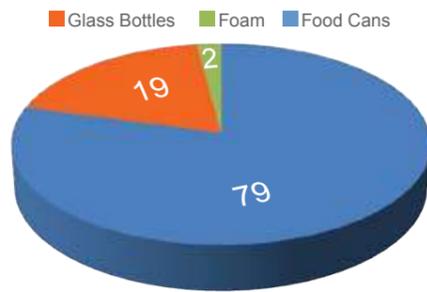
	Vehicle	Plane	Helicopter	Vessel
Distance travelled in the reporting period (km)	5,866,740	64,040	95,102	956,937
Energy use (GJ)	16,731	61	9,369	159,105
Emissions of NO _x (tonnes)	18	0	3	257
Emissions of SO _x (tonnes)	2	0	2	26
Emissions of CO ₂ (tonnes)	1,471	10	780	13,593
Total spills (m ³)	0	0	0	0

Solid Waste Management

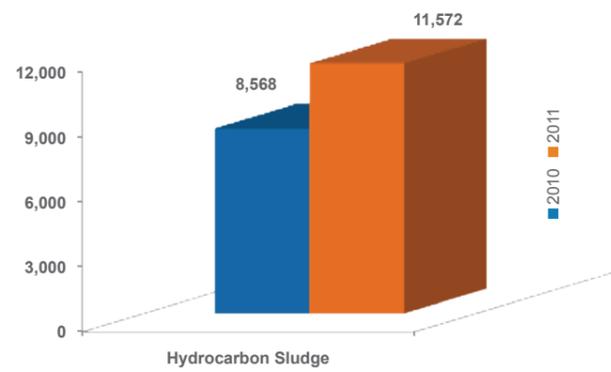
Due to the nature of our operations, we generate both hazardous and non-hazardous wastes. We manage our waste in conformance with ADNOC CoPs on Waste Management and with due regard to Abu Dhabi & UAE Federal Regulations. We segregate our waste and strive to apply the 3R principle (Reduce, Reuse, and Recycle) wherever applicable. Non-hazardous wastes are transported to ESNAAD; whereas hazardous wastes are transported to BeAAT through ESNAAD for treatment and disposal. ADNOC ensure that all hazardous wastes are properly managed and disposed to BeAAT (Central Environmental Protection Facilities Project), Ruwais.

We are committed to continual development in waste management practices within our concession area. The amount of non-hazardous waste was reduced from 49 MT in 2010 to 26 MT in 2011 due to waste minimization practices. A paper recycling initiative was in progress throughout 2011, which resulted in recycling of 6 MT of paper.

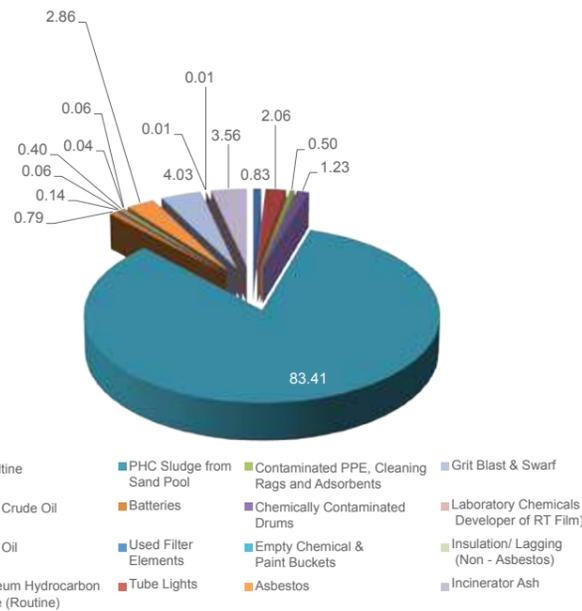
The following graphs show the various quantities of waste generated throughout the year.



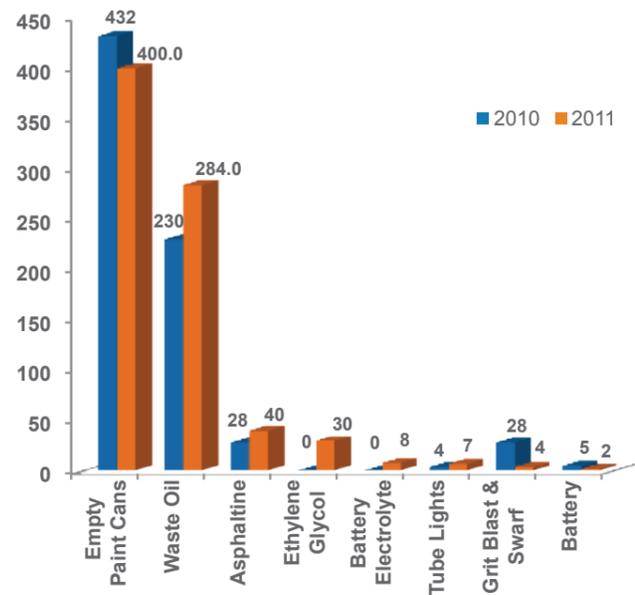
Non Hazardous Waste Generation, 2011 (in %)



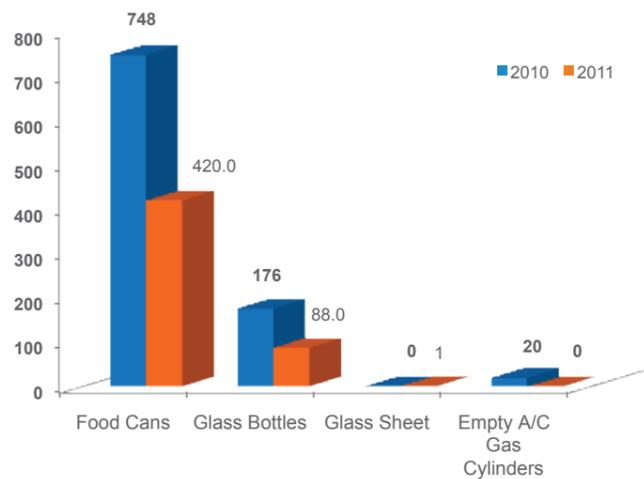
Hydrocarbon Sludge Disposed to BeAAT (in Drums) for 2010 - 2011



Hazardous Waste Generation, 2011 (in %)



Other Hazardous Wastes Generation Comparison for 2010 - 2011



Non Hazardous Waste Disposed to ESNAAD for 2010 - 2011

The following table demonstrates the waste management methods employed at ADOC for 2011.

#	Waste Type	Current Method of Disposal	Related Issues	Solutions
1	Food Cans, Glass Bottles, Glass Sheets	Transportation to ESNAAD and disposal by ESNAAD	None	-
2	Kitchen/ Food Waste, Office Waste (Paper & Cardboard), PET Bottles	Incinerated at Mubarraz Island	Generation of potentially toxic residual ash	3 rd Party Waste Management Contractor Residual ash to BeAAT as Hazardous Waste
3	Batteries, Tube Lights, Grit Blast & Swarf, Waste Cooking Oil, Tri Ethylene Glycol (TEG), Asphaltine, Waste Oil, Empty Paint Cans, Hydrocarbon Sludge	BeAAT	None	-

Biodiversity

The preservation of the biodiversity of our natural environment is one of our top priorities. We consider it as a huge part of our social corporate responsibility to take care of our surrounding environment. We have notable biodiversity preservation initiatives that will be presented in this section: Mangrove Plantation, Preservation of Osprey, Greening Campaign, Preservation of Coral, and Sea Grass Transplantation. These initiatives have been actively conducted for many years, with particular emphasis over the past few years, and have resulted in significant benefits to our environment.

Operational Site Near Protected Area	Geographic Location	Position in Relation to Protected Areas	Type of Operational	Size of Operational Area (km ²)	Biodiversity Value
Mubarraz Island	Arabian Sea	Marawah Marine Protected area	Exploration & Production	569	1
Number of IUCN red list species and Abu Dhabi conservation list species with habitats affected by operations, by level of extinction risk					1
Initiatives: Investigation, implementation and monitoring projects (Mangrove Plantation Project, Sea grass Propagation Project, Coral Preservation Project, Breeding and Monitoring of Ospreys) leading to the conservation and protection of species and ecosystems within ADOC's concession areas.					



“Biodiversity and preservation of our natural environment is one of our top priorities”

Mangrove Plantation

We understand the environmental importance of mangrove forests which provide shoreline protection, maintain the water quality, filter pollutants and control erosion. We began mangrove plantation in Mubarraz Island and ARST Areas in 1983. We have expanded the scale of the plantation over the years and began the second phase of plantation in 2005.

Year	Number of Plants
2005	7,330
2006	13,150
2007	14,665
2008	13,400
2009	13,000
2010	65,206
2011	111,310
2012 (Plan)	75,000

An investigation of Mangrove vegetation was carried out with a Japanese specialist in September 2011. A steady growth has been observed in the mangrove coverage due to proper planning, installation of a nursery, site selection, and site preparation. Additionally, we have put in place continuous surveillance, use of protection measures, and monitoring, using modern technologies. The way forward for plantation and further monitoring methods is currently being assessed; in general, however, we plan on planting an additional 75,000 mangroves in 2012. Furthermore, we are planning on undertaking studies and implementing initiatives to guide the growth and preservation of vegetation and mangrove plantation. The pictures below demonstrate the success of our mangrove planting initiatives.



Preservation of Osprey

"We call for cooperation in the protection of the Emirate's islands from any form of disturbance, particularly west of Abu Dhabi, as most of the breeding ospreys were recorded on islands..... By maintaining healthy breeding numbers of Ospreys, it will support Abu Dhabi's ventures into nature-based tourism," Majid Al Mansouri, Secretary General of Environmental Agency Abu Dhabi (EAD).



The Osprey is an important UAE indigenous species whose survival is nationally threatened. To strengthen the efforts of the EAD, we have taken proactive initiatives towards Osprey preservation since 2004 and placed appropriately designed artificial nests in several places of Mubarraz and West Mubarraz Islands. Out of the 30 artificial nesting platforms currently installed in the UAE, 17 were installed by us (56.6%) and provide a home to 26 Ospreys indicating a slight but steady increase since 2008. The effort was further backed by close observation and around-the-clock monitoring. The table below outlines the distribution (location & number) of Ospreys on our islands.

Block No.	Number of Ospreys											
	Year 2008			Year 2009			Year 2010			Year 2011		
	Min	Max	Avg	Min	Max	Avg	Min	Max	Avg	Min	Max	Avg
1	0	9	4.4	1	10	4.9	1	9	5.1	1	9	5.2
2	0	3	1.6	0	6	1.8	0	4	2.1	1	6	2.7
3	0	4	1.6	0	6	1.8	0	3	1.7	0	5	1.4
4	0	4	1.4	0	4	2.2	0	4	2.3	2.2	5	2.2
5	0	2	0.6	0	3	0.8	0	5	1.1	1.3	6	1.3
6	0	5	1.6	0	3	1.5	0	6	1.7	0	4	1.3
7	0	5	1.9	0	5	2.2	0	4	1.9	0	4	2.0
8	0	7	2.1	0	6	2.5	0	6	2.8	0	10	3.3
9	0	5	1.2	0	7	1.3	0	5	1.7	0	6	2.0
10	1	7	3.2	0	7	3.4	0	5	3.0	0	5	2.4
11	0	4	1.6	0	5	1.6	0	4	1.9	0	5	2.1
Yearly	19			24			26			26		

Greening Campaign

Wild plants grow naturally in the typically dry, highly saline environment of the coastal areas and islands of Abu Dhabi. Therefore, in our understanding of the importance of these indigenous species for the local ecology, ADOC has been carrying out research for the purpose of greening the islands through the 'Greening Campaign of Wild Plants'. This initiative started in 2007, and a preliminary study commenced in 2009 in which the seeding and monitoring of wild plants including *Halopeplis perfoliata*, *Zygophyllum mandavillei*, *Anabasis setifera*, and *Bienertia cycloptera* took place. The images below show the growth of wild plants on the islands. We intend to continue with this initiative and grow sprouts in the examination garden, which is located near our mangrove nursery. Once the sprouts are stable and strong, they will be transplanted in other locations as dictated by the Greening Campaign.



Sea Grass Transplantation

In order to create a suitable ecosystem for Dugongs and other important species observed in the vicinity of Mubarraz Island, we started experimenting with options for sea grass transplantation in 2007. In Phase I, after the initial investigation on Mubarraz shoal, we commenced an experiment on sea grass transplantation using the 'Mattress' and 'Root Division' methods in Phase II. After rigorous study and careful deliberation, in July 2008, it was observed that the success rate of the 'Mattress' method was comparatively higher than that of the 'Root Division' method. Accordingly, in Phase III, we finally opted for the 'Mattress' method and started the transplantation of sea grass. Subsequent monitoring undertaken in June 2009, January 2010 and June 2010 confirmed that the transplanted sea grass had successfully taken root. By June 2011, we had carried out preparation for the transplantation of sea grass involving the installation of 125 mattresses, which will be transplanted in 2012.

The images below demonstrate the success of the sea grass transplantation initiatives.



Preservation and Propagation of Coral

In Abu Dhabi, the results of a three-year study by the Emirates Wildlife Society, World Wide Fund for Nature and the Environment Agency-Abu Dhabi (EAD), released in 2009 indicated that 65% of Abu Dhabi's coral were already lost, due to natural and man-made causes.

Since artificial reefs had been increasingly promoted as a means to mitigate environmental impacts and to enhance fisheries yield, we began investigating the possibility of propagating coral at Mubarraz in 2004 with substantial success, as shown below.

- **2004 to 2005:** Marine surveys on coral reef were carried out and various types of corals were identified on the northern reef and southwest edge of the Mubarraz shoal with *Porites Columnaris* being the most abundant species.
- **2006:** We installed artificial fish banks in the Mubarraz shoal area, which were covered by algae a year later. At which time, many fish are found in and around the fish banks.

- **May 2007 & May 2008:** The application of artificial rock for coral reef propagation was investigated and, consequently, a total number of 40 artificial rocks were installed at the northern edge of the Mubarraz shoal at a depth of 2m to avoid the high surface temperatures of the seawater, which is detrimental to the growth of coral.

After evaluating the suitability of artificial rock, another 40 artificial rocks were installed.

- **June 2009:** Together with Japanese experts, we conducted a fundamental research of corals in order to determine the way forward for the coral protection and propagation in Mubarraz Shoal.

Diving surveys of coral habitats were conducted at 29 locations (9 areas) on the edge and the inner part of the shoal.

A total number of 17 species of coral were identified. 9 clusters of *Acropora* had been confirmed in the west area of Mubarraz Shoal.

Since transplantation of coral fragments on stable substrata had been identified as the preferred option for coral protection, we retrieved the fragments of branched *Acropora* and transferred them onto the artificial bases and natural rock.

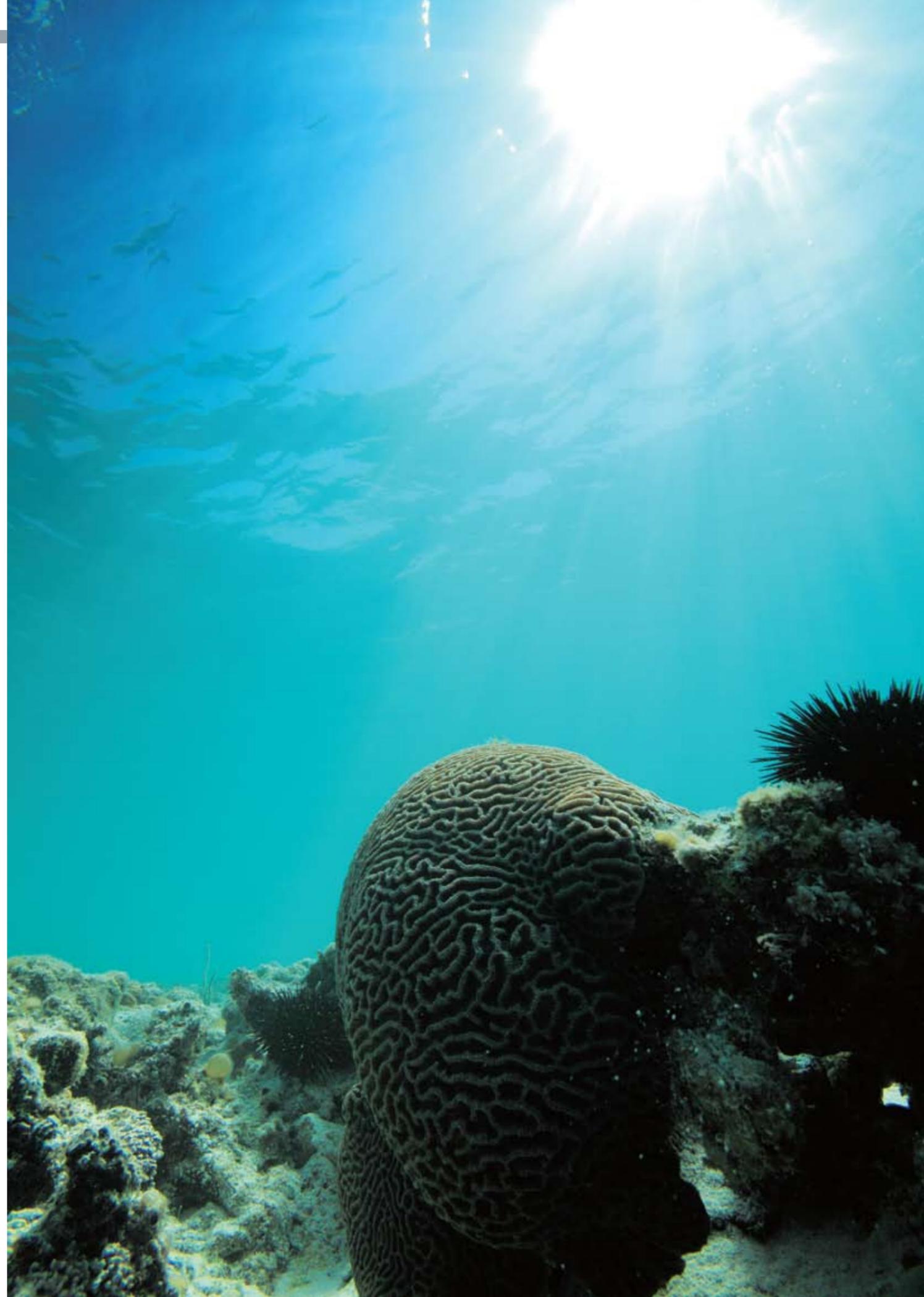
Furthermore, coral eggs were placed on settlement devices, which were then transplanted in an attempt to propagate the corals by reproduction.

- **June 2010:** We carried out transplantation of coral fragments to transplantation bases, which were installed in the north, west and south east areas of Mubarraz Shoal. A total number of 106 coral fragments were collected and transplanted to transplantation bases.

10 coral egg settling tools were also installed in the north and west area of Mubarraz Shoal.

- **December 2010:** Monitoring revealed that 50% of the transplanted corals showed positive growth. Some corals have grown to more than 50 times their original transplanted volume, as recorded in June 2009.

- **June 2011:** We transplanted 175 pieces of coral fragments onto artificial bases, including cuttings taken from previously transplanted and thriving fragments, due to the loss of some fragments as a result of high current and failure to thrive.



“SAFETY FIRST”

Our - Health and Safety Values

Safety Performance

Management of safety issues, not only ensures long-term sustainability, but can also create a competitive advantage. We strive for the highest standard of safety and are committed to a workplace that is free from injuries (i.e., zero harm) through the effective management of risk. While physical health and safety make up the foundation of our safety model, we believe that for our people to flourish, we also need to take into account psychological and social needs.

We manage safety by:

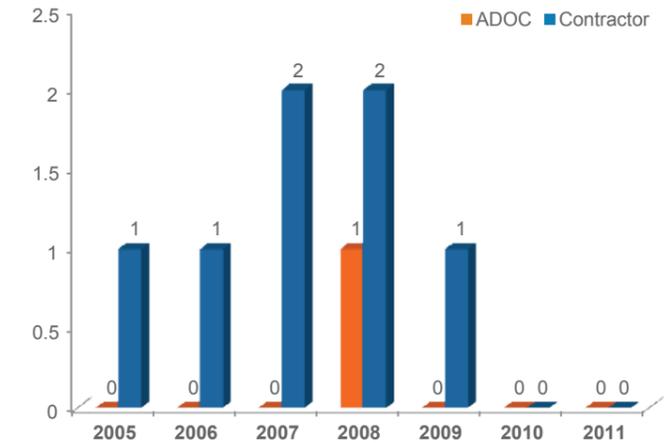
- Implementing the HSEMS expeditiously
- Promoting safety management as an integral part of all our activities
- Reviewing our systems, procedures periodically
- Conducting awareness training for our employees

We assess and monitor our safety performance through several parameters as defined in ADNOC CoPs, such as:

- Number of Fatalities
- Lost Time Injuries (LTI)
- Lost Time Injury Frequency (LTIF)
- Total Recordable Incidents (TRI)
- Incident Severity Rate (ISR)
- Restricted Work Day Cases (RWDC)
- Medical Treatment Cases (MTC)

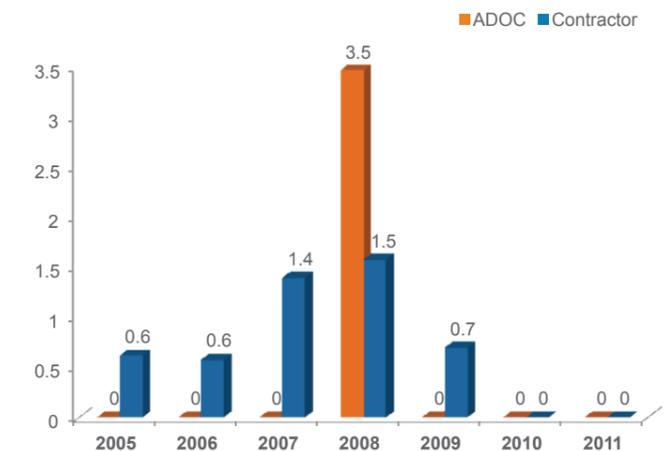
Improvement targets are reviewed regularly and the progress is reported quarterly, as well as annually.

Our incident statistics show a reducing trend and we have taken initiatives to further reduce the likelihood of our employees being harmed at work. We recorded no significant safety incidents in 2011, which was equal to our record achieved in 2010. This indicates that the implemented system, policy and procedures are effective and that we are achieving continuous improvement in this area. The reason for a higher number of exposure hours is that we started accounting for all contractors from 2011 onwards. Previously, the data had consisted of only ADOC and one main contractor.



Comparison of Lost Time Injury (LTI) Between 2005-2011

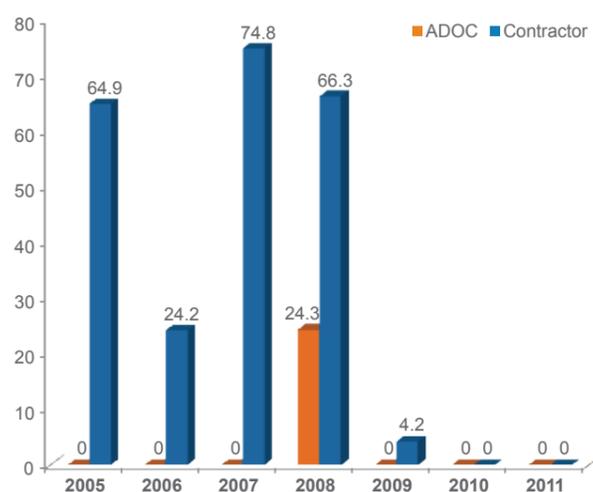
Comparison of Lost Time Injury (LTI) Between 2005 - 2011							
	2005	2006	2007	2008	2009	2010	2011
LTI Total	1	1	2	3	1	0	0



Comparison of Lost Time Injury Frequency (LTIF) Between 2005-2011

Comparison of Lost Time Injury Frequency (LTIF) Between 2005 - 2011							
	2005	2006	2007	2008	2009	2010	2011
LTIF Total	0.6	0.6	1.4	5.0	0.7	0	0

ADOC's HSE Management System (HSEMS)



Comparison of Incident Severity Rate (ISR) between 2005-2011

Year	2005	2006	2007	2008	2009	2010	2011
ADOC [RWDC + M.T.C]	0	0	0	1	0	0	2
Contractor [RWDC + M.T.C]	13	10	14	7	8	4	5

Safety Initiatives

Shifting our focus from a reactive to a proactive approach in safety (e.g., checks and tests to ensure that all equipment remains in good condition), has yielded a positive trend in the maintenance of our safety-critical equipment. Furthermore, our workforce has been encouraged to become more proactive through the reporting of incidents, and has continued to grow in its understanding and awareness of process safety. These initiatives have brought about a real improvement in our process safety culture. We also recognize that contractor management is an important aspect of safety performance. A comprehensive prequalification process, incorporating our HSE policies and management systems, is conducted prior to the engagement of any contractor. Regular review meetings are then held to assess all contractors' HSE performance, activity levels, forecasting, quality, planning, and reliability.

Safety Targets for 2012

We have continued to engage with our contractors, emphasizing on the importance of safety performance, and are currently undertaking an extensive review of our contractor's HSE management system. This analysis will help us to identify the existing gaps in their system. This will include clarifying guidelines and developing additional tools to assist with our contractors' management processes. This system will be implemented in 2012, including further training for those responsible for managing our contractors' safety performance.

As an independent operator of offshore oil fields engaged in exploration and upstream production, our valued employees are regularly exposed to the site constraints. Therefore, sustaining an outstanding safety performance remains as an incessant challenge for the organization. We will continue striving to meet this challenge in the years to come. With our culture of continuous improvement, we are convinced that we will achieve further notable success in the areas of safety.

Year	2005	2006	2007	2008	2009	2010	2011
ISR Total	64.9	24.2	74.8	90.6	4.2	0	0

Year	2005	2006	2007	2008	2009	2010	2011
Exposure Hours (x 106)	1.8	1.9	1.4	1.6	1.8	1.8	3.7
ADOC Fatalities	0	0	0	0	0	0	0
Contractor Fatalities	0	0	0	0	0	0	0
ADOC Lost Time Injuries - LTI	0	0	0	1	0	0	0
Contractor Lost Time Injuries - LTI	1	1	2	2	1	0	0
ADOC LTI Frequency	0	0	0	3.5	0	0	0
Contractor LTI Frequency	0.6	0.6	1.4	1.6	0.7	0	0
ADOC Total Recordable Incidents - TRI	2	0	0	1	0	0	0
Contractor Total Recordable Incidents - TRI	2	2	10	2	1	4	0
ADOC Incident Severity Rate - ISR	0	0	0	24.3	0	0	0
Contractor Incident Severity Rate - ISR	64.9	24.2	74.8	66.3	4.2	0	0

We had developed and established the HSE Management System (HSEMS) during the year 2008, in accordance with the ADNOC CoP. The HSEMS documentation incorporates the following:

- Apex Manual
- General System procedures
- Other documents related to HSE

ADOC's HSEMS objectives are to:

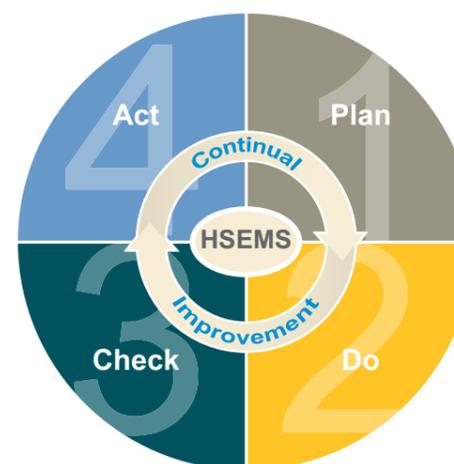
- Prevent incidents, eliminate or reduce hazards and improve HSE performance at operational sites
- Ensure compliance with legislative requirements
- Provide a platform for continuous improvement

To achieve these objectives, the management system covers the following:

- All areas and operational aspects at the locations that have the potential to affect the health and safety of people or the environment
- All relevant legislation and other requirements
- All elements of HSE management

The HSEMS strategy focuses on balancing business interests with HSE stewardship in compliance with ADNOC's corporate objectives. Our HSEMS is applied across all activities to enable us to achieve HSE objectives in every area

Our HSEMS framework follows the Plan-Do-Check-Act (PDCA) Cycle of Continual Improvement, indicated below. The management system involves a risk-based approach that enables us to meet our responsibilities and commitments to employees, clients and other stakeholders, including regulatory authorities.



Continual Improvement / PDCA Cycle

1. Policy and Planning

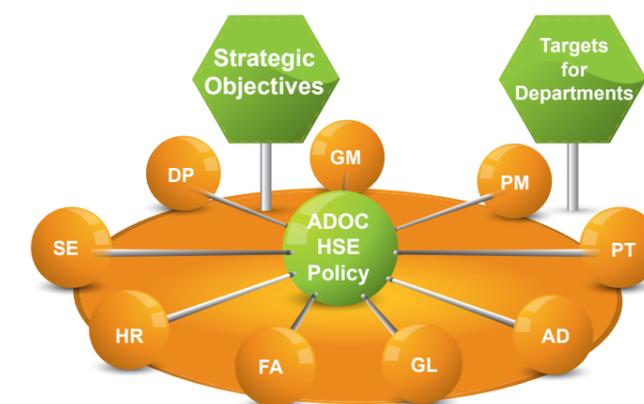
The 'Plan' phase of the PDCA Cycle process consists of:

- Our HSE policy
- Identification of the health and safety hazards
- Identification of environmental aspects
- Evaluation of control measures and the assessment of risk
- Compliance with legal and other requirements
- Setting HSE improvement objectives, targets, and management programs



Copy of our HSE Policy – May 2011

Our HSE policy forms the core of the company's strategic objectives, which are developed in line with the HSE Policy commitments. The department level targets and KPIs are also based on these commitments.



Conceptual Representation of ADOC's HSE Policy and Strategic Objectives

2. Implementation and Operation

- The 'Do' phase of the PDCA Cycle process consists of:
- Setting an organizational structure and assigning roles
 - Ensuring HSE awareness and competence
 - Managing HSE communications
 - Promoting participation and consultation of personnel in HSE matters
 - Documenting the HSEMS procedures/plans
 - Establishing document control processes
 - Implementing operational control processes
 - Preparing for emergencies and response actions

3. Checking and Corrective Action

- The 'Check' phase of the PDCA Cycle process consists of:
- Monitoring and measuring HSE performance
 - Investigating incidents and learning from them
 - Performing audits of the HSEMS
 - Tracking corrective actions
 - Keeping appropriate records

4. Management Review

- The 'Act' phase of the PDCA Cycle process consists of:
- Reviewing HSE performance
 - Reviewing priorities and objectives
 - Evaluating the suitability of HSEMS
 - Allocating appropriate resources
 - Identifying HSE improvement opportunities

HSE Committee

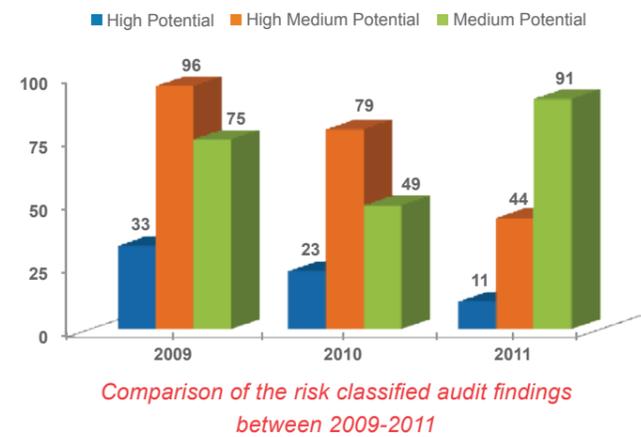
- In order to implement, and assess all aspects of HSEMS, we have set up the HSE Committee, which is responsible for:
- Enforcing the Codes of Practice (Co-P) proposed by ADNOC to cover all aspects of HSE activities
 - Carrying out a survey of the possible impact of business projects, including existing facilities
 - Participation in HSEMS – related workshops
 - Formulating HSE education and training programs
 - Conducting HSE patrols that are designed to enhance onsite HSE management
 - Carrying out emergency drills
 - Submitting applications in the ADNOC Annual HSE Award program, which recognises outstanding achievements in HSE activities

We are committed to actively carrying out HSE activities, to improving industrial safety and health policies,

practices and environmental protection. We have developed detailed standards in the HSEMS and have been conducting a formal review of the system through monitoring and auditing. To assess the HSE status and progress against the targets, the HSE Committee meetings are held once every four months.

Statistics on ADOC's Internal HSEMS Audits

Our HSE Committee conducts regular audits in order to identify any non-compliance, requiring immediate action and rectification. The following bar chart provides a comparison of the risk classified audit findings from 2009 to 2011.



As shown in the chart above, the 'High' and 'High Medium' risk potentials are decreasing whereas the 'Medium' potential is increasing. This shows a continuous improvement in our company's compliance with the HSEMS requirements.

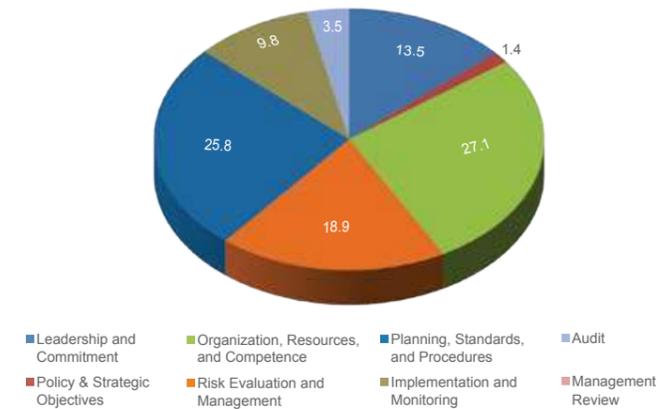
The following table shows a comparison between the risks classified audit findings between years 2009 and 2011.

Comparison of the Risk Classified Audit Findings			
	2009	2010	2011
Total Audit Gaps	204	151	142

As shown in the table above, the number of risk classified audit findings has been decreasing between 2009 and 2011. This is evidence of our effective efforts to improve our operations and close off more gaps each year.

In 2011, a percentage break-down of the audit findings (gaps) was carried out. The following pie chart provides the percentage break down of the gaps, which have been divided into HSEMS categories.

Overall Audit Findings (Gaps) in %



The largest gap percentage was found in 'Organization, Resources and Competence'. We will effectively work towards reducing and eventually eliminating this gap. We have developed a detailed action plan that will be implemented to close off all gaps in the near future.



ADOC's 7th Internal Audit Closing Meeting

Case Studies

CASE STUDY 1:

Energy Management Initiatives at ADOC

Energy efficiency and management of energy is one of our main performance measurement areas. Therefore we strive to minimize energy intensity in our operations in order to reduce our carbon footprint and to utilize good business sense in optimizing resource consumption.

We have been using Energy Management Initiatives (EMI) since 2009. This demonstrates our serious commitment to sustainable resource consumption.

The progression of EMIs adopted at ADOC is summarized below:

- Year 2009 – ADNOC conducted an energy management survey in all OPCOs for the “Strategic Study on Energy Management”
- Year 2010 – ADNOC distributed the recommendations to all OPCOs based on the previous year’s study.
- Year 2010 – We formed an Energy Management Team.
- Year 2010 – We made short-term, medium-term, and long-term plans based on the study findings and submitted them to ADNOC.
- Year 2012 – We are planning to reorganize the Energy Management Team and hold its kick-off meeting in the second quarter of 2012.



CASE STUDY 2:

Zero Flaring Policy

We are fully committed to a Zero Flaring Policy at our operational sites and strive to improve the ambient air quality. We have been successful in maintaining flaring at low levels and achieved a 14% reduction in 2011 compared to 2009. The continuous implementation of the Sour Gas Injection Project (SGIP) and the Zero Flaring Project (ZFP) has resulted in Zero Flaring at Mubarraz Field and minimized flaring at Mubarraz Island.

In 2010, we hosted the Mobile Air Monitoring Station for the ADNOC AQMS Project. The data collected from the unit has been a valuable source of information with respect to the ambient air quality at Mubarraz Island for the past two years.

We are committed to playing a proactive role in reducing air emissions and will be seeking innovative ways to identify further initiatives to reduce Flare Gas Emissions.



CASE STUDY 3:

Waste Water Management

All produced water is monitored periodically and re-injected into deep wells. ADOC re-uses effluent from the Sewage Treatment Plant (STP) at Mubarraz Island for irrigation purposes in conformity with ADNOC discharge limits. Effluent from the Sewage Treatment Plant (STP) at the Central Facilities Platform (CFP) is discharged to the sea in conformity with MARPOL 73/78 requirements.



CASE STUDY 4:

Waste Management

ADOC manages its waste in conformance with ADNOC CoP on Waste Management according to the Abu Dhabi and UAE Federal Regulations. ADOC segregates its waste and strives to apply the 3R Principle (Reduce, Reuse and Recycle) wherever applicable. ADOC ensures that all Hazardous Wastes are properly managed and disposed of to BeAAT (Central Environmental Protection Facilities Project), Ruwais.

ADOC recycled 6 MT in 2011, in accordance with the 3R Principle.



Our Awards and Achievements

ADOC continually and actively strives to achieve the highest standards in our Operational, Social and Environmental activities, through our commitment to sustainability. As a result, we have been granted a number of awards in the year 2011.

Abu Dhabi Industry Award (In Appreciation of Sponsorship)

On 24th May 2011, we were granted the 'Abu Dhabi Industry Award' by the Higher Colleges of Technology, which is awarded to organizations and companies for outstanding commitment to education in Abu Dhabi.



Abu Dhabi Industry Award 2011

ADNOC's HSE Awards

One of the most recent awards we have received is the 2011 ADNOC Annual HSE Award. ADNOC's Annual HSE Awards program is designed to recognize outstanding achievement by the employees and affiliated contractors of the ADNOC Group of Companies in the areas of Health, Safety and Environment. The Award recognizes tangible evidence of ADOC's commitment to HSE and is a key element in the on-going initiative to promote HSE among the company, employees and contractors.



ADNOC's HSE Awards – ADOC's Team for 2011

The HSE Award was received in special recognition for the 'Regeneration and Cultivation of Mubarraz Island Marine Eco-System'.

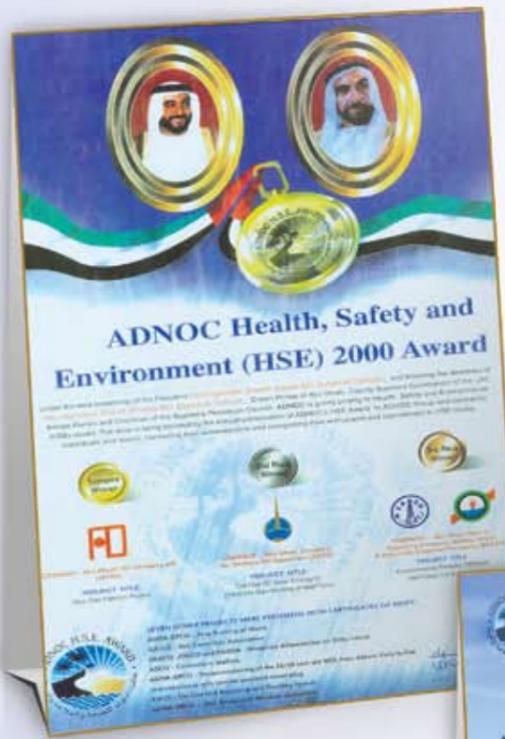


Regeneration of Corals at Mubarraz Island, 2011

ADNOC's HSE Award 2000 to 2011

Our HSE activities are recognized and highly regarded by ADNOC and its Group of Companies. Up to now, we have received various awards, as listed in the table below.

Year	ADOC's HSE Awards
2000	The Supreme Winner of the 2000 HSE Award for our 'Sour Gas Injection Project'
2002	The Runner-up in the Environment category for the 'Implementation of Tank Gas Recovery Project'
2003	The Runner-up in the Health category for 'Improvement of the Working Environment inside Process Vessels, (Spot Cooler)'
2004	The Winner in the Health category for 'Prevention of Heat Stress'.
2005	Special Recognition Award in the Health category for 'Management of Asbestos for Reducing Occupational Health Risks'
2006	1. Special Recognition Award for 'Safe Method for Gas Turbine Compressor Washing' 2. Group Company & Contractor Partnership Awards for the 'Installation of an Artificial Fish Bank' in cooperation with ASAHI KASEI Marintech Co.
2007	The Runner-Up in Safety for 'Setting Cement Retainer by CT Setting Tool during Rig Operations'
2008	The Winner in the Environment category for the 'Installation of Solar Panels' at ADOC Abu Dhabi office.
2011	A Special Recognition Award for 'Regeneration and Cultivation of Mubarraz Island Marine Eco-System'



Our Awards & Achievements



Acronyms and Abbreviations



AD	Administration Department
ADESCO	Abu Dhabi Emergency Support Committee for Offshore Operations
ADMA-OPCO	Abu Dhabi Marine Operating Company
ADOC	Abu Dhabi Oil Company, Limited- Japan
ADNOC	Abu Dhabi National Oil Company
ADSG	Abu Dhabi Sustainability Group
AED	United Arab Emirates Dirham
AIMS	Assets Integrity Management System
API	American Petroleum Institute
AR	Umm Al Anbar
ARST	Umm Al Anbar Site Terminal
ATS	Action Tracking System
CBT	Competency Based Training
CCR	CFP Control Room
CFP	Central Facilities Platform
CO₂	Carbon Dioxide
CoPs	Codes of Practice
CSR	Corporate Social Responsibility
DP	Development Department
EAD	Environment Agency - Abu Dhabi
EMI	Energy Management Initiative
EPA	Environmental Protection Agency
FA	Finance Department
GA	Neewat Al Ghalan
GL	Government and Local Relations Department
GJ	Gega Joules
GRI	Global Reporting Initiative
GWP	Global Warming Potential
HCT	Higher College of Technology
HR	Human Resources and Development Department
H₂S	Hydrogen Sulfide
HSE	Health Safety and Environment
HSEIA	Health Safety and Environmental Impact Assessment
HSEMS	Health Safety and Environment Management System
ISR	Incident Severity Rate
JNOC	Japan National Oil Corporation

KPIs	Key Performance Indicators
km	Kilometers
KW	Kilowatts
KWH	Kilowatt hours
LTI	Lost Time Injury
LTIF	Lost Time Injury Frequency
m³	Cubic meters
MARPOL	Marine Pollution
MOCO	Mubarraz Oil Company, Limited
MT	Metric tonnes
MTC	Medical Treatment Cases
NFPA	National Fire Protection Association
NOx	Nitrogen Oxides
OGP	Oil and Gas Producers Association
OHRMS	Occupational Health Risk Management System
PDCA	Plan-Do-Check-Act
PM	Processing and Maintenance Department
PT	Purchasing and Transport Department
PTW	Permit to Work
QRA	Quantitative Risk Assessment
RO	Reverse Osmosis
RWDC	Restricted Workday Cases
SE	Safety and Environment Department
SGIP	Sour Gas Injection Project
SOX	Sulfur Oxides
SPC	Supreme Petroleum Council
STP	Sewage Treatment Plant
SWAC	Social Welfare Activities Committee
TCM	Technical Committee Meeting
TRI	Total Recordable Incidents
UAE	United Arab Emirates
USD	United States Dollar
USEPA	United States Environmental Protection Agency
VOC	Volatile Organic Compound
YR	Year
ZFP	Zero Flaring Project

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