

2019

Through the eyes of Sustainability

ADOC Sustainability Report



ABU DHABI OIL CO , LTD. (JAPAN)

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STATEMENT FROM THE GENERAL MANAGER



HIROYUKI YAMAMOTO
Representative & General Manager, ADOC

This is ADOC's ninth sustainability report and looking back on the activities undertaken during the past year, I am grateful for what has been achieved. I would like to express my deepest gratitude to all our staff for their continued safe and stable operations over the past year, and contribution towards shaping ADOC's future.

Operational Targets

At the beginning of 2019, I requested that as a company, we were to achieve the following three targets:

1. Maintaining safe and stable operations;
2. Achieving the forecasted budget for the year 2019 and;
3. Brainstorming / conceptualizing innovative modes of operation in creating efficient operation procedures, by improving individual productivity.

Among these targets, our operations continued to be completely safe and stable and achieved forecasted budget in terms of both production volume and the company bottom-line. As for the third objective, perplexity prevails to some extent hence it is somewhat difficult to cast a judgment on this achievement. However our team continues in making progress towards instilling mindset deemed necessary to implement innovative changes; moving away from conservative ways of thinking.

A Multinational Company

Since assuming this role two years ago, one of my main goals and aspirations was for ADOC to become a true multinational company, whilst also cultivating the local talent and knowledge through Emiratization. Upon establishing their training needs we created new structured training programmes for Emirati employees to enhance their skills, capabilities, knowledge, attitude and responsibilities. Thanks to these strategic management planning resulting in a unique platform we created for them, they have been elevated to the next level in their professional careers. This would certainly accelerate their footing in achieving their full potential. This would be a part fulfilment deemed necessary that our multinational company needs in order to be titan of the industry. I recognize that this is still the beginning, and we are constantly challenging ourselves to further encourage and develop the skillset amongst them and other team members at ADOC. Therefore, we are proud to state that this throws light to the Company vision and mission as well.

HSE Awareness and Operational Improvement

The standard of awareness amongst the team members on health safety & environment has been exemplary since 2018 and this year too, we are pleased to report that there had not been any Lost Time Injuries (LTIs). This coupled with achieving the planned production volume has been a major achievement in 2019. In the past few years, ADOC has not been able to reach this goal, and the success factor this year can be attributed to the reduction in Electrical Submersible Pump (ESP) failures and increased output from new wells.

Japanese Language Training Programme

Thanks to all concerned parties, Japanese teachers, students, AHS management and ADOC staff since 2011, there has been a gradual improvement in this context year by year. Today, our programme at AHS school is well-known and holds a good reputation among UAE society at large. I believe the important point is not only learning Japanese language, but also building relationships between UAE students and Japanese teachers, and the exchange of cultural values and virtues particularly through our events, and summer school programmes in Kyoto.

Sustainability

ADOC has been operating in Abu Dhabi for over 50 years and our company history and the colossal goodwill and experience synonymous with it is a testament to this longevity. The culture at ADOC has been adopted on many facets such as setting proper mind sets of all team members which is a core requirement towards promoting sustainability. Such adaptations are based on prevailing business climates, and innovative methodology that fortifies sustainability and to stay alive to any contingency situation enabling to survive under trying circumstances and to be successful. I would like to convey this particular trait to the new incoming General Manager (GM), as it is the apex in order to retain the vibrancy of ADOC.

Sustainability initiatives often do not create short-term returns but results in long-term benefits. Sustainability culture matures over time once people feel responsible for contributing to the changes and feel empowered to act on behalf of sustainability. Considering ADOC's history and rich experience, I strongly believe that we foster a culture of matured sustainability, particularly due to the multi-national nature and diversity of its management arm within the organisation.

REPORTING APPROACH

This report covers ADOC's activities from January 1, 2019 to December 31, 2019, unless otherwise indicated herein. The report has been prepared in accordance with "GRI Standards: Core Option".

We are now in our 9th year of communicating our social, safety and environmental performance to our valued stakeholders in an annual Sustainability Report.

This report covers our UAE-based operations, namely; the Abu Dhabi office, Mussafah warehouse, the Central Facilities Platform (CFP), Mubarraz Island and supporting facilities - Including AR Site Terminal, GA terminal & Hail Site Terminal, and the four offshore fields namely Mubarraz, Umm Al Anbar (AR), Neewat Al Ghalan (GA) and Hail fields. Mubarraz Island acts as a fulcrum for processing and other support facilities by gathering the oil from Central Facilities Platform (CFP), AR Site Terminal, GA Terminal, and Hail Site Terminal.

Onward Sustainability Journey

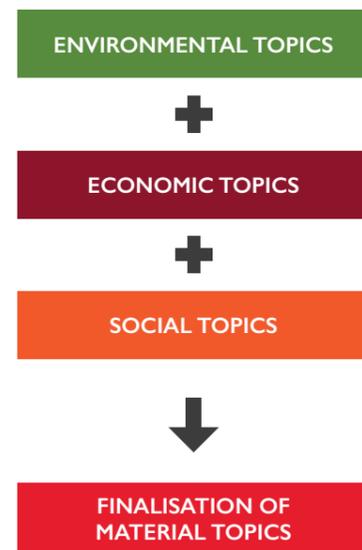
We have taken the feedback from our key stakeholders - employees, suppliers, contractors and shareholders, into account when defining the material topics, reporting content and tried to meet their expectations. In 2018, a robust materiality assessment was conducted by ADOC involving a wide range of internal stakeholders as well as a group of selected external stakeholders. An organisational structural change took place in ADOC in 2019 and Offshore Operating Department (OP) was established in consideration of its significant role in maintaining stable production.

Due to this strategic move, the materiality assessment was reviewed again this year with a targeted audience and the assessment updated with the results from the new survey. Broadly, the survey conclusions were in line with the robust assessment carried out in 2019.

Two new material topics - Performance Appraisal of Employees and Training & Education Statistics for employees/ contractors were included in the list of material topics.

Materiality Assessment

Topics related to environmental, social and economic categories were taken into consideration for the assessment and these were analysed to finalise the list of material topics. These have been categorised as material, very material and most material depending on the level of importance to ADOC and its stakeholders. The hierarchy of importance of the material topics is as follows:



LEVEL OF MATERIALITY	RANK	MATERIAL TOPIC	REPORTING BOUNDARY
Most Material	1	Compliance with laws and regulations	Entire ADOC (HQ + Site Operations)
	2	Asset Integrity and Process Safety	ADOC Site Operations
	3	Occupational Health and Safety Management	Entire ADOC (HQ + Site Operations)
Very Material	4	Water Consumption	Entire ADOC (HQ + Site Operations)
	5	Efforts to promote local suppliers	Entire ADOC (HQ + Site Operations)
	6	Biodiversity Impacts	ADOC Site Operations
	7	Spills from Operations	ADOC Site Operations
	8	OHS & E Training and Education	Entire ADOC (HQ + Site Operations)
Material	9	Waste Management	Entire ADOC (HQ + Site Operations)
	10	Green House Gas Emission	ADOC Site Operations
	11	Water Effluents	ADOC Site Operations
	12	Energy Consumption	ADOC Site Operations
	13	Diversity and Equal opportunity	Entire ADOC (HQ + Site Operations)
	14	Performance Appraisal of Employees	Entire ADOC (HQ + Site Operations)
	15	Training and education statistics for employees/ contractors	Entire ADOC (HQ + Site Operations)
	16	Non-discrimination of Employees	Entire ADOC (HQ + Site Operations)
	17	Economic Performance	Entire ADOC (HQ + Site Operations)

Reporting Framework, Scope and Limitations

We have reviewed the list of material aspects and boundaries which were reported as part of our previous reporting process and revised it to reflect the findings from the new stakeholder survey. In this report, we would focus on the most material topics for ADOC and present them in the respective sections. In addition, we have also undertaken the process of mapping our material topics to the United Nation's Sustainable Development Goals (SDGs). ADOC believes that by conducting responsible operations, we contribute positively towards SDGs.

In search of excellence, we will continually strive to improve the quality of the reported data at all times and find innovative ways to present this to our stakeholders. This report provides trends and statistics across multiple years to allow our stakeholders to see the continual improvement that we strive for.

We welcome your valuable feedback on our 2019 Sustainability Report. Please contact auhse@adoc.ae with any comments and suggestions.



About ADOC

ADOC is an oil operating and development company owned by Japanese shareholders, established on 17th January 1968. ADOC's Head Office is based in Tokyo, Japan.



Abu Dhabi maintains an oil operating system in which the Abu Dhabi National Oil Company (ADNOC), a state-owned corporation that is responsible for the production and marketing of all Abu Dhabi oil and gas exploration and production, is under the control of the Supreme Petroleum Council (SPC). ADOC started its oil production in May 1973 and has been developing its oil fields and producing oil with special consideration to HSE. Through such efforts, ADOC has been contributing to the development of Abu Dhabi and the supply of energy to Japan.

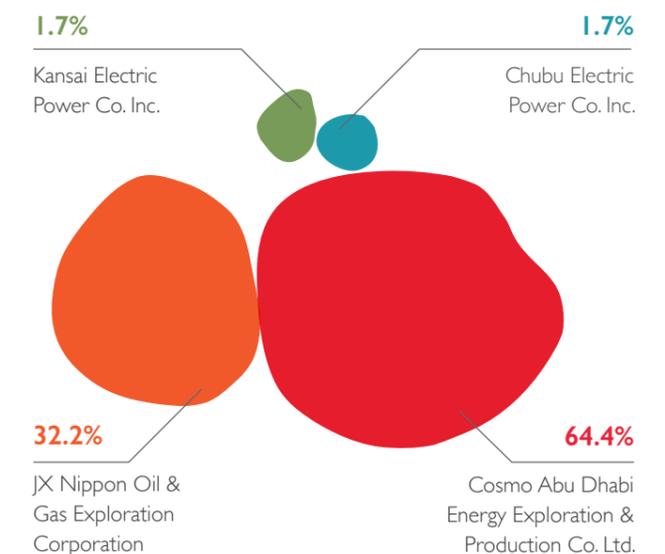
ADNOC is one of the largest oil and gas companies operating across the entire hydrocarbon value chain, through a network of fully-integrated businesses, with interests that range from exploration, production, storage, refining and distribution, to the development of a wide-range of petrochemical products which is governed under Supreme Petroleum Council (SPC). The SPC is the highest legislative authority in Abu Dhabi Emirate – in charge for formulating and supervising the implementation of Abu Dhabi's petroleum policies. The Emirate of Abu Dhabi is one of the very few locations in the world that allows 100 percent foreign oil companies to develop, produce and export oil. ADOC has established a robust operations system in partnership with ADNOC. Since its establishment, ADOC has been highly regarded for its accomplishments in Abu Dhabi.

ADOC has earned an admirable reputation over the past fifty years for its safe, effective and reliable operations with particular emphasis placed on health, safety and the environment. Our reputation is supported by our performance and we shall strive for continuous improvement.

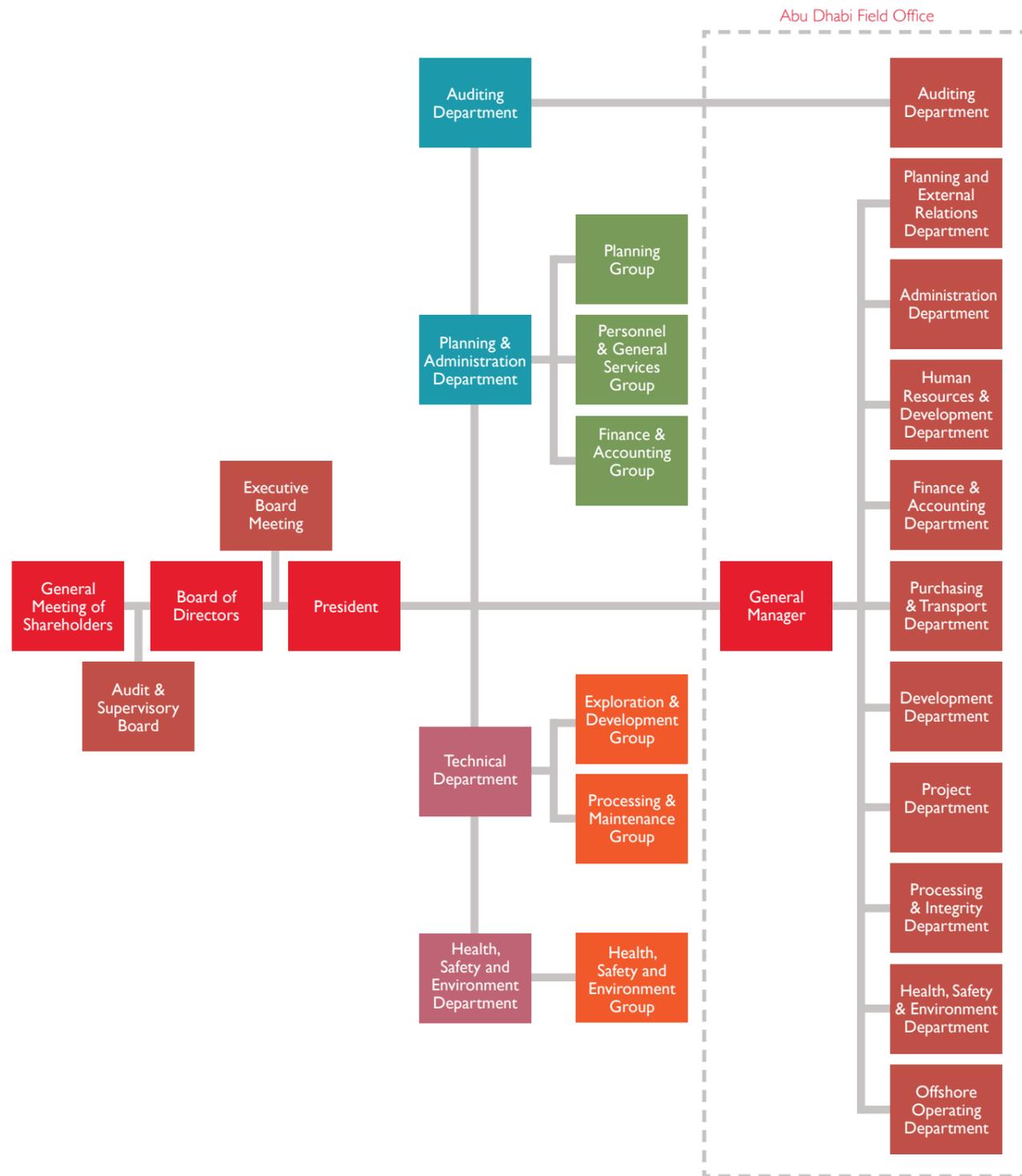
OUR SHAREHOLDERS

ADOC is owned by a number of Japanese shareholders. The primary objective of shareholders is to help the company grow in a safe and sustainable manner. Our shareholders play a vital role in contributing towards our development in the form of active engagement and participation in key governance functions through annual shareholder meetings. A vital part of this focuses on the decision-making processes relating to the future of ADOC. Shareholdings are presented in the graph below.

Percentage of Shareholdings



OUR ORGANISATION STRUCTURE IN 2019



As a reflection of our business needs, there was a change in ADOC organisation structure in 2019. Offshore Operating Department (OP) was established due to the following reasons:

- To expedite the treatment of emergencies and labour management through integrating overall offshore operations.
- To define offshore operations' authority and responsibility aiming to optimise the chain of command.
- To conduct comprehensive offshore operations including administration, transportation and custody of materials, daily operations and maintenance facilities and health, safety and environment required by each department.



Mr. Koji Ueno
Manager,
Administration Department

ADOC and its operational achievements

According to me, in addition to continuing safe and stable operations within the company, optimization by each site is also extremely vital. Presently, ADOC is producing oil from four oil fields, and I feel it is essential to carry out periodic analysis of data as well as necessary studies for maintaining production volumes in each oil field as much as possible.

Maintaining Operational Efficiency

In my opinion, it is through strict OPEX and CAPEX control and top class HSE Performance that ADOC maintains and expands production and reserves volume. Due to the sharp decline in crude oil prices, cost efficient measures must be implemented for the smooth and stable running of the organisation.

Further, we need to develop Emirati Staff with leadership potential in accordance with Emiratisation policy and ADNOC requirement.

Safety

I worked in Mubarratz for 8 years from 2010 as Site Representative and witnessed the unfortunate LTI event

in 2015 that brought the non-LTI period of more than 2,500 days to an end. Sadly, after this, a series of LTIs occurred. I realised that complete safety awareness was required by the site personnel and this could only be achieved by steady efforts on educating everyone.

We enforced safety slogan implementation programmes such as "Pointing and Calling" during daily work and each one implemented "Think Before Act". As a result, safe and stable operations without any LTI could be realized in 2018 & 2019. I shall share this safety story of ADOC to everyone in future and profess this culture at all the times.

Meaning of Sustainability

Sustainability in the context of ADOC is Knowledge management and transferring skills to the next generation. Since the environment of the world is continuously changing, we must be sensitive to that change and respond quickly in a positive manner. In order to be resilient, it is pertinent to not only think about the present but also consider what lies ahead of us.

Moving Forward

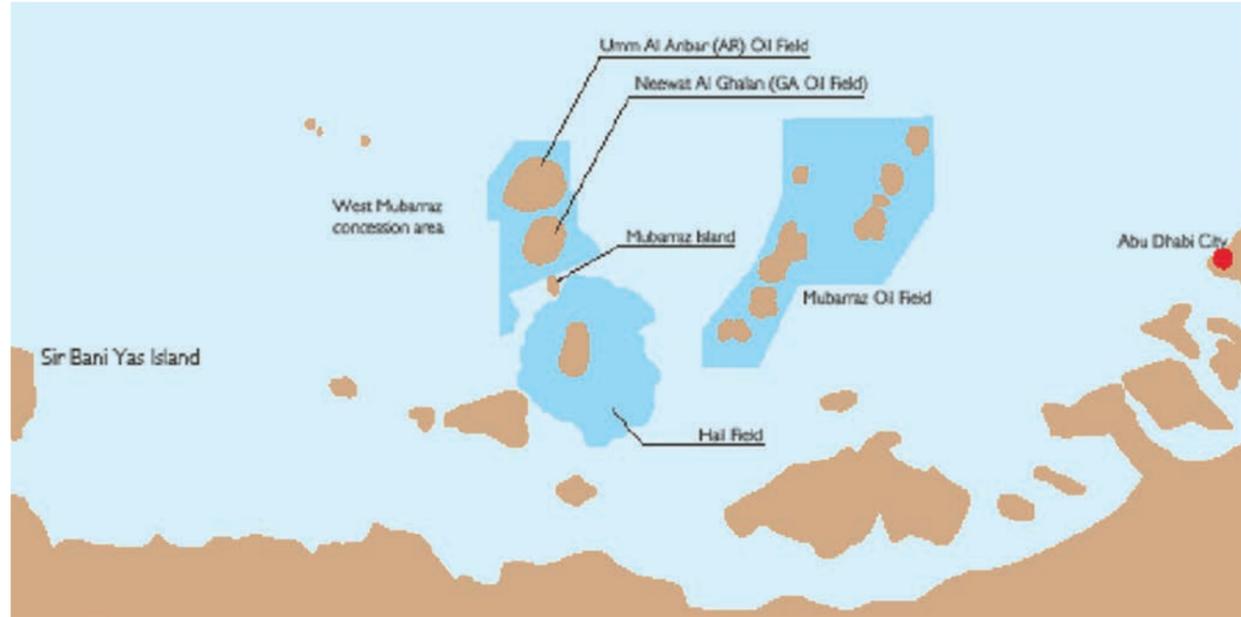
I will continue to work on the values and vision of GM (Mr. Hiroyuki Yamamoto) and focus on strengthening Emiratisation. Since we have already bolstered our previous Emiratisation programme, we would expect that the number of Emirati candidates in management positions will increase in the near future.

I hope that the Emiratis with the unique blend of indigenous knowledge and Japanese culture would continue to contribute towards ADOC's future business operations.

OUR OPERATIONS

ADOC currently operates in four offshore fields, Mubarraz, Umm Al Anbar (AR), Neewat Al Ghalan (GA) and Hail, all of which are producing. All the ADOC's fields are located in the west of Abu Dhabi, UAE. Our main processing and support facilities are located

on Mubarraz Island which lies at south of GA field and includes oil and gas processing, crude storage, crude loading, water treatment utilities, accommodation blocks and other associated infrastructure.



Crude oil produced from Mubarraz, AR, GA and Hail fields are processed at Mubarraz Island and shipped as Mubarraz Crude oil. The field operations are supported by the offices in Abu Dhabi, headquarters in Tokyo and the warehouse facility in Mussafah.

DGA Maximum Flow Test to increase AR-GA Production

In Mubarraz there were three Amine units (MEA 1,2,3) for Gas Sweetening. In addition, a Gas Sweetening unit (DGA) was present in AR Site Terminal.

ADOC planned to stop one Amine unit in Mubarraz and Export additional gas to AR Site Terminal to increase DGA Maximum flow.

The above change resulted in the following benefits:

Cost benefits

- Reduction of operational cost of one amine unit due to stopping it.
- Gas Production increased by 1.2 MMSCFD gas from AR/GA Wells.

- The increase of DGA operating cost is negligible as only Pumps Ampere increased due to Increase of flow.
- Negligible amount of fuel gas consumption increased (0.04 MMSCFD) to heaters (H-250/252) of DGA.
- Therefore, the overall Cost benefit of over one million USD annually was achieved.

Other Benefits

- Reduction of emissions by stopping of gas burning in MEA unit.
- DGA Maximum flow is achieved without affecting on downstream equipment and Zero Flaring.

OUR OPERATIONAL ENTITIES

The Mubarraz Field

Commercial production commenced in the Mubarraz field in 1973. The Mubarraz Field comprises of the Central Facilities Platform (CFP), which is located in the centre of the field comprising of three production platforms, seven well platform and twelve tripod well platforms. The platforms are connected to CFP through submarine pipelines and cables.

The crude oil, formation water and gas from the production wells in Mubarraz Field are gathered at the CFP through sub-sea pipelines and are transported to the final processing facilities at Mubarraz Island.

The CFP is equipped with oil, gas and water separators. Power generated in Mubarraz is being distributed in CFP; power generation facilities are available in CFP but are only for back up in case of any emergency.

Additional platforms, namely Central Control Room (CCR) Platform, a living quarter platform and BB well platform, are inter-connected 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.

AR & GA Fields

Commercial production commenced in the AR field in 1989 and in the 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 well-head streams from AR & GA fields are gathered at the process facilities at ARST, where both oil and gas are then separated. The separated oil is sent to Mubarraz Island and the gas is sent to the sour gas injection facilities and sweet gas injection facilities through the sweetening units for gas injection into the reservoirs. A causeway provides onshore access from north of Mubarraz Island to the ARST.

Rig Operations

Two offshore rigs are used for drilling new wells and to workover existing wells. We use jack-up type offshore rigs that are designed for operating in the shallow water typical of our fields; this type of rig is commonly used in the Arabian Gulf. The rigs consist of a barge-shaped hull with three truss legs and are equipped with derrick and special devices for drilling and work over operations. The jack-up rigs are towed to a location with legs up; the legs are then firmly positioned on the sea bottom at the site for work over or drilling operations.

Hail Field

The Hail Field is located south of Mubarraz Island. Since the commencement of the production from Hail in late 2017, the production is smoothly ongoing without any serious accidents or injuries.

Two well platform structures (well pad-A & well pad-B) installed alongside Hail Site Terminal is within reach of an offshore rig cantilever. Each well pad has twelve (12) well slots. Produced fluid from this field is transferred to Mubarraz Island facilities via pipelines.

Mubarraz Island

The fluid produced from the Mubarraz, AR, GA and Hail fields are transported via pipelines and gathered at Mubarraz Island where there are processing facilities to refine the fluid into the final crude product and loaded for shipment. Separated water and wastewater at the Mubarraz Island are injected into the underground formation through the disposal well eliminating the effluent to the sea.

ADOC's Business Priorities

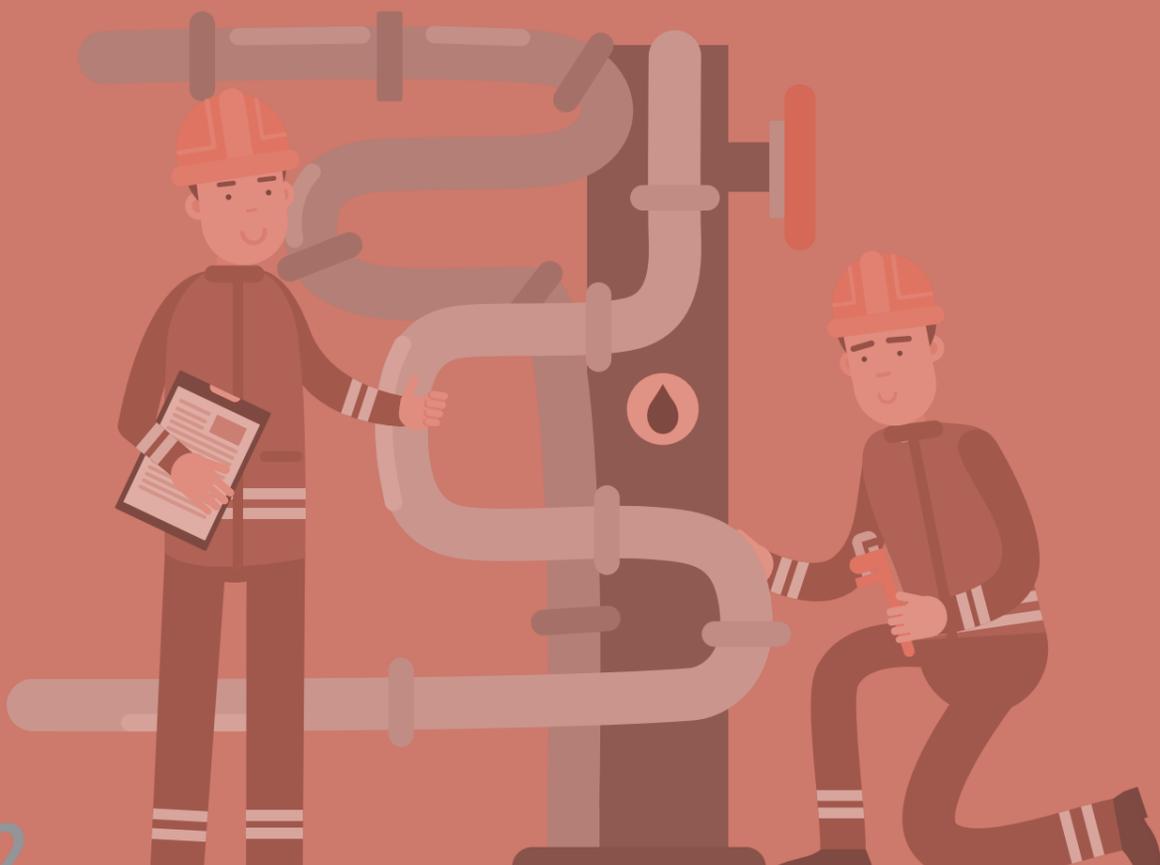


OUR PRODUCT

Our product is the processed crude oil produced from ADOC's oil fields. This is stored in tanks and loaded on tankers for export through a Single Point Mooring (SPM) facility. Tankers loaded with crude oil at the Emirate of Abu Dhabi exit from the Arabian Gulf at the Straits of Hormuz, cross the Indian Ocean and pass through the Strait of Malacca delivering the crude oil to Japan. The tankers travel a distance of approximately 11,500 kilometres with a sailing time of approximately 18 days.

Introduction

“To sustain in today’s challenging business environment, regular interaction with important stakeholder groups would be the key.”



Our Commitments & Engagements

It is imperative that stakeholder engagement is not only an important aspect of the corporate reporting cycle, but also connects an organisation’s business strategy that demonstrates how a company is responsive to the legitimate needs and concerns of stakeholders. To sustain in today’s challenging business environment, regular interaction with important stakeholder groups would be the key.

At ADOC, we have identified the key stakeholders and stakeholder groups focusing on the following two dimensions:

- The stakeholder’s influence on ADOC
- The stakeholder’s dependence on ADOC.

This year, ADOC has engaged the newly formed OP Department as a part of the materiality assessment exercise. In addition, employees have been engaged during the various training sessions and vendors are interacted with regularly. We would continue to further strengthen the stakeholder engagement process by providing feedback to the stakeholder groups by resolving their concerns.

Emirati staff are the most important asset of the Company. Continuing the same as previous years, engaging further with UAE Nationals and providing them with robust career action plans would enable them to meet their expectations regarding career progression.

Corporate Governance

The Board of Directors has the direct responsibility of governance in ADOC. Resolution of legal and regulatory issues and items in the Articles of Incorporation comes under the purview of the Board of Directors. 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 every quarter; and that extraordinary meetings are to be held when necessary. During meetings, directors make decisions on important organisational-related matters and examine progress on business initiatives and measures for resolving problems.

ADOC is under the umbrella of SPC / ADNOC and governed by the concession agreement. All legal stipulations issued by Federal and Abu Dhabi government are communicated to ADOC through SPC and ADNOC. ADOC is under the jurisdiction of the SPC instructions. SPC and ADNOC communicate all requests in writing to the ADOC General Manager. The PL department receives all requests and distributes them to the relevant departments for their action; each department is a custodian of all relevant laws and regulations. Any potential issues that may arise are addressed in the weekly department managers’ meetings, HSSE Committee Meetings and management review meetings.

Corporate Principles of ADOC

In line with the principles set forth at its establishment, ADOC will endeavour to maintain harmony with international society and preserve the global environment, and through the stable supply of oil resources to Japan, contribute to the stability and development of both Japan and international society.

ADOC Stakeholders & Engagement Mechanisms

Within ADOC, we define 'stakeholder' as any person or group of people that may have an influence/ dependence on of ADOC's operations. We engage with our stakeholder groups in a variety of formal and informal settings every day within the organisation. Below we have identified our key stakeholder group and how we respond to each of them effectively on the sustainability challenges and opportunities.

Our shareholders are always kept informed about our performance against targets through regular meetings.

We encourage open dialogue with our employees. Employees are free to discuss any concern issues with their line manager and our Administration (AD) Department.

We are aware of our obligation to conduct ourselves in a responsible manner. We continue to engage in initiatives which promote social responsibility such as donations and fundraising programmes.

We have open dialogues with all our vendors at all times. The information received is analysed, and any concerns noted and addressed by the company.



As our customers are in Japan, our head office in Tokyo mainly engages with them.

We actively participate in career fairs and other promotional activities in various universities and technical institutions offering job opportunities to selected candidates through this process.

Our PL Department communicates regularly with the regulatory bodies to ensure ADOC is always compliant with all relevant laws and regulations. Also ensuring the governmental expectations of Concession Agreement are always met.

ADOC engages in media dialogue as and when required. We routinely publish our technical activities after verifying that the contents are in compliance with ADNOC's respective guidelines.

Membership

The International Association of Oil & Gas Producers (IOGP) is a unique global forum in which members identify and share best practices to achieve improvements in every aspect of health, safety, the environment, security, social responsibility, engineering and operations. ADOC reports IOGP Environment and Safety data every year to ADNOC for reporting to IOGP.

Key Environmental, Social and Economic Performance – 2019



812
TRAINING HOURS
COMPLETED



WHISTLE BLOWING
**POLICY AND
PROCEDURES**
UPDATED

**WORK AND BUSINESS
ETHICS COURSE**
WAS CARRIED OUT
FOR ALL ADOC STAFF



ZERO
SAFETY RELATED
INCIDENTS



34% OF
OUR WORKFORCE
WAS EMIRATIS, AT
THE END OF 2019



24 EMERGENCY
EXERCISES/ DRILLS
CONDUCTED

91%
OF TOTAL SPENDING ON
PROCUREMENT WAS ON
LOCAL VENDORS



SINCE 2012, FIVE TERMS ARE COMPLETED AS A PART OF **THE JLTP AT THE ATHS**, WITH **71 MALE STUDENTS** AND **36 FEMALE STUDENTS** ATTENDING THE PROGRAMME DURING THIS PERIOD.

ZERO EMISSIONS OF
OZONE-DEPLETING SUBSTANCES
FROM OUR SITES IN THE YEAR 2019.



IN 2019, **NO INSTANCE
OF NON-COMPLIANCE**
WITH ENVIRONMENTAL
LEGISLATION WAS RECORDED

**MANGROVES
PLANTING EFFORTS**
A TOTAL OF NEARLY
500,000
SEEDLINGS TO DATE

OVERALL FLARING IN
2019 WAS NOTED TO BE
REDUCED BY ALMOST

50%



IN COMPARISON TO THE
PREVIOUS YEAR DUE TO
**EFFICIENT FLARE
MANAGEMENT.**

People



“Our stated goal is to become the most competitive among companies which operate small and mid-size fields in Abu Dhabi and to get the trust of SPC and ADNOC. Through a positive change in mindsets, diligence and focus at the work sites and productive work style reforms, ADOC employees leverage their capabilities to the full so that the targets are achieved.”



OUR EMPLOYEES

Our Human Resources & Development (HR) and Administration (AD) departments are responsible to provide training and development opportunities, a healthy work environment, fair and generous benefits and compensation structures.

In ADOC, we believe that the virtue of team spirit would lead the company towards its success. Manpower planning is critical for maintaining a highly functional workforce. This year, in line with our business plan needs, there was a scale-down of workforce from the previous year. We believe that the organisational restructuring and stabilization process will thereby result in increased productions and improved efficiencies.

We embrace the responsibility to treat our employees with respect and provide them with rewarding a safe and healthy work environment. We also encourage our employees to be actively involved in HSE related issues. Employees are awarded on a monthly basis considering their contribution towards HSE through Near Miss and Safety Observation card reporting. ADOC HSE Awards are held annually.

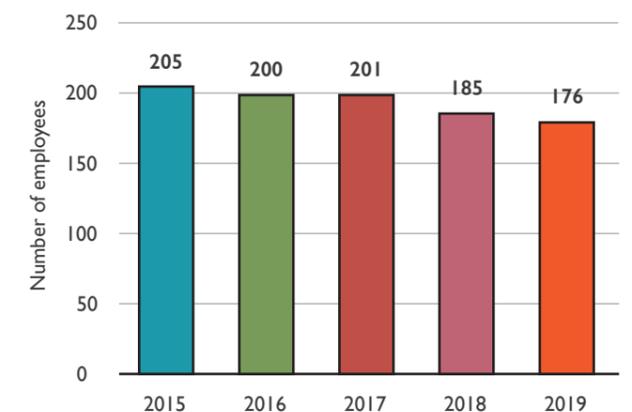
We strive to foster a company culture, where employees are valued, and we invest in their development, so they are empowered to share our success.

Distribution of Employees

We understand that a proficient and motivated workforce is key to any Company's success. ADOC recognises the value of the benefits that we provide beyond wages. Our comprehensive benefits package for full-time employees includes life insurance, healthcare insurance, disability coverage, parental leave, study leave, retirement provision and education assistance.

We implement strict policies addressing the issues related to discrimination, forced labour, or child labour. We have been able to attract global talent from around the

Total Number of Employees (2015-2019)



world improving our diversity skills. The breakdown of employees by region of origin for 2019 is shown below.

Percentage breakdown of employees by origin

Diversity in the workplace implies that a company's workforce includes people of varying gender, age, religion, race, ethnicity, cultural background, languages, education, abilities, etc. Our workforce reflects this diversity. We believe this diversity helps as a source of innovation and creativity. In our routine activities, we come across a diversity of opinions, which may be a result of a variety of ethnic and cultural backgrounds, which improves the way we work together every day.

We are committed to recruiting, retaining and developing diverse talent within the organisation. This commitment is critical in developing a 'multinational' culture within ADOC. The above graph further demonstrates our commitment towards achieving increased employee diversity.



Mr. Hani Tsuruta
Head, Training & Development Group,
 Human Resources & Development Department

Human Resources-Training Department (HR-TD) team believes that 'people' are one of the most important pillars of an organisation's sustainability. Therefore, our role is to make sure that our people continue to develop their skills. Training is regularly provided to help them reach their full potential and keep them updated with the latest technologies and management skills to gain high-level qualities, such as making decisions, creating clear accountability, leadership and motivating others. Our employees can hold greater roles and responsibilities and consequently we can accomplish two important goals:

- Keeping our employees engaged and energized about their future with the company.
- Ensuring the organization has a new generation of senior employees who are prepared to inspire and lead, which in turn increases levels of employee engagement.

Views on Emiratisation

I have been in ADOC for a long period and have witnessed how ADOC has evolved over the years to become a more sustainable organisation.

With the launch of the Emiratisation programme by the UAE government, more than a decade ago, ADOC started its Emiratisation programme in line with government's vision.

However, the challenge for ADOC was that it was not well known amongst the UAE educational institutions and particularly university students, which made it difficult to attract Emirati students and achieve its Emiratisation targets.

Therefore, HR-TD started collaborating with other technical departments and travelled across several Emirates to conduct promotional and recruitment activities to build strong and sustainable relations.

HR-TD has attended various events including career fairs and exhibitions in order to showcase ADOC as a company and also to attract National talent.

Training Programmes for Emirati Nationals

The major programme that was developed specifically for Emiratis was the Competency Based Training & Development Programme (CBTP) which was implemented in 2012 and still ongoing.

The total number of CBTPs for Technical and Non-Technical positions developed is currently forty-eight (48). Thirty-one (31) Emirati employees joined the CBTPs from 2012 to 2019. The total number of the trainees who have successfully completed their CBTPs is twenty-two (22).

2019 Training Plan

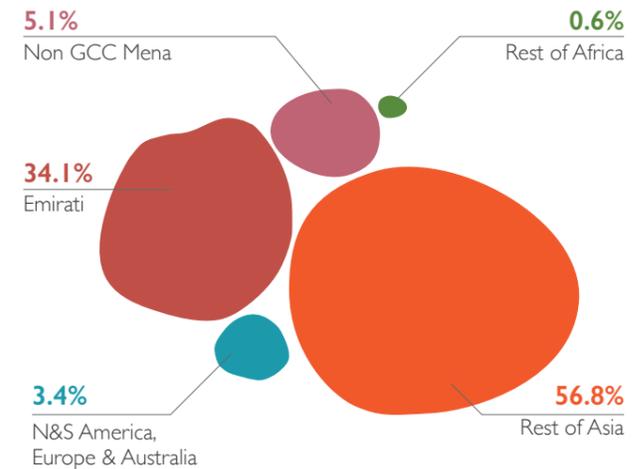
In 2019, HR-TD conducted several meetings with all department Managers/heads to help identify the training needs for each department. As a result, and based on the Managers' feedback shared, HR-TD has developed a more focused training plan customized to meet the goals of the departments concerned.

Therefore, the 2019 training plan was successfully completed, and the overall attendees' evaluation rating was very satisfactory.

Public Events

As per the ongoing cooperation between ADOC and educational institutions in the UAE with the aim of building and maintaining strong relationship together, HR-TD visited several universities in 2019 to conduct a presentation on ADOC and its activities. Furthermore, HR-TD has arranged work placement for two students: one from AD Polytechnic and the other from the Higher Colleges of Technologies, each for a period of two months.

Percentage breakdown of employees by origin



Training and Development

Through training, we elevate our employees' capabilities by providing supportive learning opportunities. Training programmes allows to strengthen skills that employees need to improve upon. Ongoing training results in better staff retention by keeping them motivated at all times. We offer a wide variety of training opportunities and programmes assisting employees with strengthening their technical and non-technical skills. Our programmes are especially designed to suit different roles in the company.

To achieve this, an Annual Training Plan is prepared by training co-ordinators, based on a Training Needs Analysis exercise. The training needs analysis is a five-step process which consists of the following:

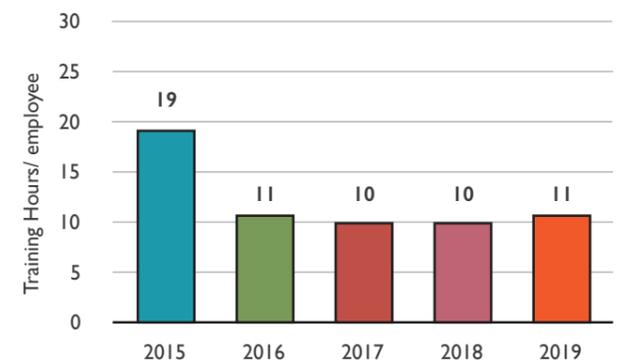
We review the training plan annually and make improvements to increase the efficiency of the programmes, i.e. abridging courses/ combining topics, thereby optimising the total training

costs/ employee, however still providing the required training. 2019 witnessed similar values in the total training hours/ employee as compared to previous years. Rigorous training regime during the previous year's built up the competency of the workforce. In addition, employee retention also contributed to keeping the ADOC talent pool intact. Nevertheless, thereby further training and skill development was provided and continued focus and tracking on training hours was undertaken to ensure that the staff are abreast with all latest knowledge and skills to perform the day to day duties.

The various topics in which training was provided to staff in 2019 includes the following:

- Introduction to oil and gas industry
- Business writing skills
- Key Performance Indicators
- Purchasing skills
- Managing multiple tasks, priorities and deadline
- Accounting for non-accountants
- Creative Problem Solving and Decision making
- Communication and Presentation skills
- Work and Business Ethics
- Information Security Awareness Training

Total Training Hours/ employee





Mrs. Layla Al Rashdi
Supervisor, Training and Development Group,
 Human Resources and Development Department

training programmes. For better understanding of the department's training needs Managers are enquired on the type of training needed, i.e. technical/ soft skills and suggestions requested on improvement opportunities.

In 2019, Work and Business Ethics course was carried out for all ADOC staff – over a span of 2 days and 4 sessions, this business-critical training course was completed.

In my tenure in ADOC (for the last 7 years), I have seen ADOC strive hard in selecting and recruiting the brightest talent. Further, ADOC also invests in improving the existing skills of employees. There is a conscious focus on improving employee personality as well as develop technical abilities of employees.

The Competency Based Training Programme has always remained a prime focus for us and we are proud of the benefits that ADOC receives from it. During its launch in 2012, the programme only catered to technical staff, however, in recent years this has been extended for our non-technical staff too.

In ADOC, employees are well trained so that they are able to perform their day to day duties efficiently and also remain motivated at all times thereby supporting staff retention.

The Training Department is responsible for developing a Training Programme for all ADOC staff. The training modules primarily consist of in-house training programmes both for Abu Dhabi and offshore staff. These programmes are reviewed on a monthly basis. At the end of the year, feedback is sought from departmental managers on the effectiveness of the



ETHIC

To accomplish our goal of creating safe and stable operations, we collaborate with our employees and suppliers to create transparent partnerships and ensure that our counterparts are treated with respect and dignity. Employees and contractors are bound by principles laid out in the Code of Conduct. The Code of Conduct sets out the initiatives outlined in ADOC's corporate vision with "our ethics" being a key parameter adopted by all ADOC employees.

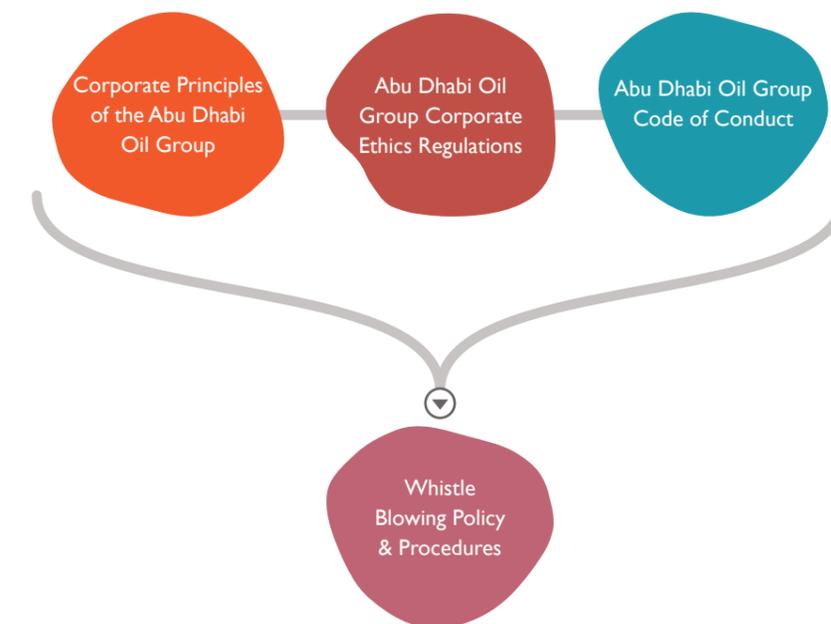
ADOC believes that for a company to obtain higher corporate value, it is critical for people in that company to adhere to corporate ethics. In this regard, ADOC has set up "Corporate Principles of ADOC", "ADOC Corporate Ethics Regulations" and "ADOC Code of Conduct" is for that purpose and it is our responsibility to act in conforming with these principles and regulations.

For the purpose of further enhancement of compliance system of all the working sites of the Abu Dhabi Field Office (Abu Dhabi office, Mussafah warehouse, Mubarraz island, CFP) Abu Dhabi Oil Co., Ltd. (ADOC) Whistle Blowing Policy and Procedures were enacted on 1st April 2017 (updated in 2019) by encouraging internal persons to report any frauds or unethical matters of which they are aware or become aware of, providing a confidential means of reporting such matters, and protecting individual who reported such matters in good faith.

Grievance Procedure

While "Frauds" or "Unethical Matters" related to ADFO business are handled in accordance with "Whistle Blowing Policy and Procedures", personal complaints or grievances are handled in accordance with "Grievance Procedure" defined in "Personnel Manual" of ADOC. If an employee has a complaint or grievance, he/she should follow the steps defined in "Grievance Procedures".

ADOC Principles and Regulations Related to Compliance

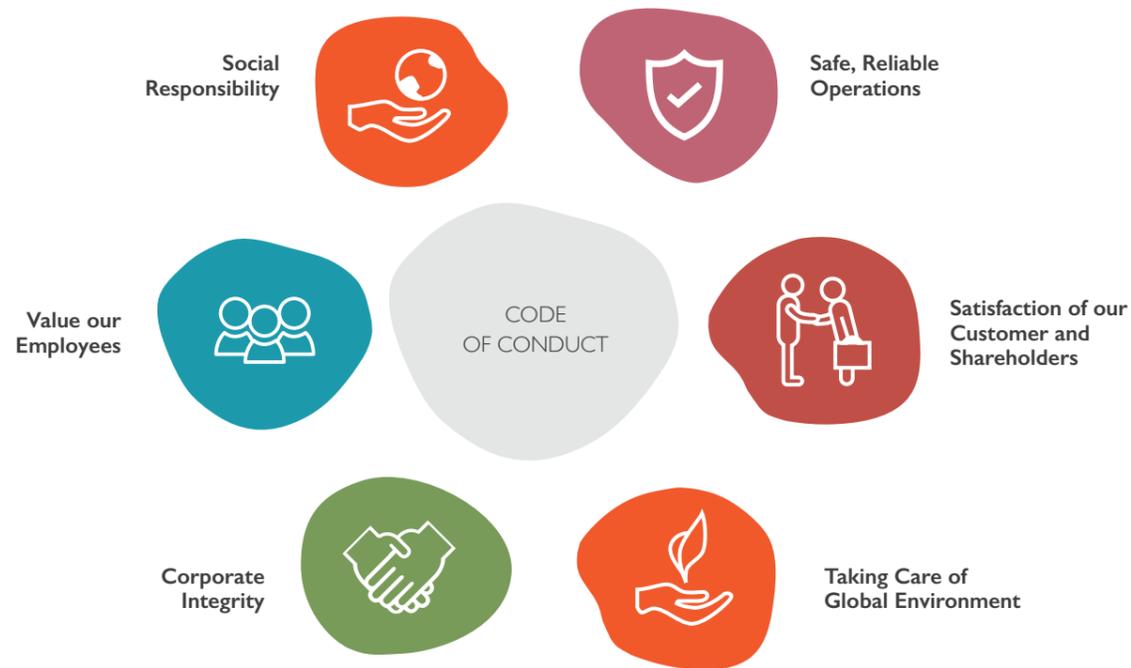


Whistle blowing policy and procedures



Code of Conduct

ADOC's Code of Conduct principles are illustrated below:



ADOC Corporate Ethics Regulations aim at providing the code of conduct concerning the corporate ethics based on the corporate principles of ADOC, creating a corporate ethics committee as the organization that promotes, executes, and audits the same, thereby establishing the corporate ethics of ADOC, and making directors and the employees practice the same.

Outline of ADOC Code of Conduct

- Our Code of Conduct sets out the initiatives we should take in order to put our corporate vision into practice, together with the ethical rules we should each observe
- "We" are the subject of our Code of Conduct
- When in the course of the execution of business a situation has occurred in which an employee cannot act in confidence of his or her course of action from the standpoint of corporate ethics, we request that the employee decide what sort of action should be taken as a member of ADOC, which pursues fairness and honesty, in light of our Code of Conduct



Conflicts of Interest

Conflicts of interest within ADOC are prevented through our Code of Conduct which prohibits any employees' associates from engaging in activities with the potential to jeopardise our integrity. Transactions with our competitors or other acts that conflict with the interests of ADOC are strictly prohibited.

Human Rights

Within our Code of Conduct ethos, Human Rights issues are of paramount importance. At ADOC, we respect all who we interact with while supporting the principles and spirit of the Universal Declaration of Human Rights, which was adopted by the United Nations (UN) in 1948.

Emiratization

The UAE Government had launched its Emiratization drive to create more career opportunities for Emirati National—mainly in the private sector. Federal Law No. 8 of 1980, also known as the Labour Law, states that the Ministry of Human Resources and Emiratization (MoHRE) will have a special department dedicated to finding adequate job opportunities for nationals. The department must assist employers in fulfilling their need of national workers whenever needed.

In realisation of the importance of Government's Emiratization programme, ADOC launched their Emiratization Programme in line with the directives of the UAE Government and SPC/

ADNOC's requirements. The programme aims to ensure that our Emirati employees grow within an attractive working environment. The programme is especially designed to improve skills, competencies, and enhance career progression.

In order to enhance the employability and development of the Emiratis within ADOC's existing workforce, the HR department has implemented initiatives such as annual recruiting plans and a Competency Based Training Programme (CBTP) for both technical and non-technical fields. The CBTP has been providing substantial benefits to the development of the trainees' knowledge, skills and performance.



ADOC SNAPSHOT-SHARING EXPERIENCE

Competency Based Training Programme (CBTP) for UAE Nationals

ADOC has a strategic business objective in place to implement a CBTP to ensure that the organization remains competitive in the global energy industry.

The CBTP drives continuous improvement to support ADOC's competency goals with regard to:

- Business competencies.
- Health, Safety and Environment (HSE) competencies.
- Personal and Behavioural competencies.
- Job-Specific competencies.

The System is implemented through the CBTP, a structured training programme, which is utilized by personnel as a guide to attaining the competencies required to fulfil their current role within the company.

The CBTP is based on ADOC's core competencies which are Business, HSE, Personal and Behavioural, and Job-Specific competencies. The CBTP contains specific details concerning the competencies required for each job role. Learning and development activities are specified in the CBTP to ensure that personnel attain the competencies required for the specific job role that they fill.



At the end of 2019, about 34% of our workforce was Emiratis; a slight 1% increase in the number of Emiratis in comparison to 2018. In the coming years, ADOC will continue to strengthen its efforts towards Emiratisation.

ADOC is taking part in various career fairs and exhibitions in order to showcase ADOC as a company and also to attract national talent.

In the past couple of years, the Emirati workforce within ADOC is extensively engaged to understand the different challenges they face. As a result of the consultation, a five-year manpower intake plan as well as an Action Plan is formulated to achieve the desired outcome from the Emiratisation programme.

Five-Year Manpower Plan for UAE Nationals (2019-2023)

	2019	2020	2021	2022	2023
Total Emiratisation Percentage	35,2%	40,4%	42,8%	43,4%	43,4%
Number of Recruitment of UAE Nationals (Plan)	4	4	2	2	2



Mrs. Sara Al Zedjali
Reservoir Engineer ,
Reservoir Group,
Development Department

I joined ADOC in June 2019 as a new graduate from Abu Dhabi Polytechnic Institute, with a B.E. in Petroleum Engineering (Minor in oil and gas processing). I had previously worked as an intern in ADNOC Processing and therefore had a bit of practical knowledge of the sector.

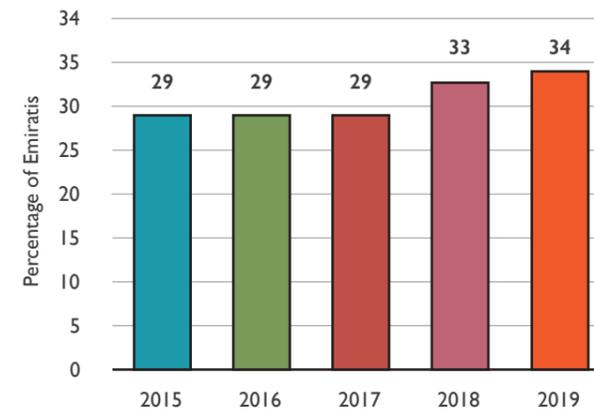
My experience with ADOC since joining has been excellent, having received some great support from managers and colleagues. The CBTPs with its extensive elements has been invaluable so far. I am working on the Field

Development Plan module, which I find very interesting. The programme has both technical and non-technical components including modules on HSE awareness. My supervisors provide great support for any hurdles I face during the completion of the programme.

I understand that the oil and gas industry is traditionally male dominated, however, UAE is committed to achieve gender equality and empower all women and girls. In line with UAE's vision, ADOC is against any sort of gender discrimination and provide enormous support and respect to women. This is where Emirati culture is similar to Japanese culture in which women are treated with great respect.

I feel very excited and proud to be the only lady in the Reservoir Group and look forward to offshore visits to gain practical knowledge and experience of ADOC's assets. I am particularly impressed by the different environmental initiatives of ADOC through which the pristine environment of the Mubarras field is kept intact (to the extent possible).

Percentage of Emiratis in ADOC



OUR COMMUNITY

Supporting our nearby communities is our commitment as ADOC. We continue to have no disputes with local communities in proximity to our operations in the UAE.

Valuing the importance of the society around our operations, we continue to engage and invest in our local communities. We do so by operating ethically and responsibly.

Community Investment



ADOC SNAPSHOT-SHARING EXPERIENCE

Japanese Language Teaching Programme (JLTP) in Applied Technology High School (ATHS)

Our cultural activities focus on the development of the young generation of Abu Dhabi by participating in the educational programmes of some of Abu Dhabi's esteemed educational organisations, namely ATHS. Approximately 350 hours of JLTP is completed in 3 years as extracurricular classes.

The objective of the JLTP is to target students with a technical background in Abu Dhabi to teach them the Japanese language and to introduce the Japanese culture to them.

Three Japanese teachers are teaching the Japanese language to grades 9, 10, 11 and 12 boys and girls, three days per week, after school hours. There is a total of 28 students in the class.

Every year, ATHS grade 10 students participate in a two-week Summer Camp at Ritsumeikan Uji High School in Kyoto, Japan to witness life in Japan from an educational, cultural, professional and technological aspect, and interact with Japanese high school students on a daily basis.

Since 2012, five terms are completed as a part of the JLTP at the ATHS, with 71 male students and 36 female students attending the programme during this period.

We hope that in the future UAE students will further strengthen the bilateral relations between the UAE and Japan based on their profound understanding of the Japanese language, culture and through their close interaction in the areas of science and technology.

Planet

“We continue to act to minimise carbon emissions from our operations in line with our corporate KPIs.”



Our environmental stewardship is underpinned by precautionary principle regarding the consumption of water and energy, air emissions, waste and spills. The environmental issues of greatest direct significance to ADOC arise from the inherent nature of our production processes which results in Green House Gas (GHG) emissions, flaring, and water/wastewater generation. In addition to these key focus areas, we also manage other environmental issues associated with our operations which include waste management, biodiversity protection, spill prevention, environmental awareness and resource conservation.

We continue to act to minimise carbon emissions from our operations in line with our corporate KPIs.

The Hail Field Development lies within the Marawah Marine Protected Area (MPA). Marawah MPA occupies an area of 4,255 km² and was designated as an MPA by the Abu Dhabi Ministerial Decree (No. 18 of 2001), which is intended to safeguard the area from over-exploitation and to provide protective measures for sensitive habitats, seabird populations, and endangered sea mammals and reptiles. In September 2007, the area was subsequently declared a World Biosphere Reserve under UNESCO 'Man and Biosphere Programme' because of its international importance. The Marawah MPA potentially hosts the densest population of Dugong (*Dugong dugon*) in the world. The Hail Shoal lies within the 'buffer zone' of the biosphere reserve 'where only activities compatible with the conservation objectives of the reserve can take place'. Due to this sensitive environmental setting, ADOC is extremely cautious of the environmental responsibilities and stringent on managing any impacts to the surrounding environment.

MANAGEMENT OF ENVIRONMENTAL ASPECTS

In ADOC, we have a culture and management systems that make us mindful of the scarcity of natural resources on which we all depend. We developed robust 2019 HSE targets and objectives and closely evaluated them periodically throughout the year. We have been successful in meeting these targets and objectives. We are environmentally aware and aim to comply with all UAE environmental legislation, while complying with all ADNOC COPs and upcoming standards.

ADOC is committed towards proactive environmental management and staff engagement. On one hand we incorporate environmental considerations into our projects, on the other hand we also implement in-house green initiatives to manage our energy, waste, water and other environmental issues for existing operations. As part of our commitment to the environment we have various on-going programmes to ensure our activities result in minimal harm to the environment. One such initiative is the Mubarraz Cleaning campaign.

Since July 2012 ADOC has been running a voluntary activity to clean our shoreline at Mubarraz Island. Till the end of 2019, we have completed such 349 campaigns. All staff (senior, junior, contractors etc.) from across our offices (Tokyo, Abu Dhabi etc.) have been involved in this campaign.

This initiative resulted in the following HSE, sustainability benefits:

- Cost efficiency;
- Environment preservation;
- Waste collection and proper disposal

This Cleaning Campaign will be continuous to improve the environmental and sustainability performance at Mubarraz Island. It is encouraged by the company management.

In 2019, no instance of non-compliance with environmental legislation was recorded.



ADOC SNAPSHOT-SHARING EXPERIENCE

Energy Conservation in ADOC

ADOC has established an Energy Management System based on the requirements of the international standards of ISO 50001:2011. This is for managing its facilities through application of the ISO management system in a consistent manner.

In 2014, ADOC started to initiate implementation (Phase I) of Energy Management System Manual and Procedures throughout the company. In 2015, ADOC conducted Energy Management System awareness and Internal Auditor training to all key personnel involved in internal and external audits.

In October 2015, the 'Energy Policy' and 'Energy Team' were established and approved by our General Manager. On 9 July 2016, ADOC received the ISO 50001 certificate, which was valid till July 2019. In 2019, ADOC carried out internal energy review meetings and audits. EnMS re-certification audit was undertaken in May 2019.

ADOC re- Certification was received in July 2019 and valid up to 21st August 2021. Two (2) EnMS Awareness Training sessions were completed in Mubarraz Island in November 2019 and EnMS Internal Auditor training for ISO 50001 :2018 standard also conducted in November 2019.

The forthcoming plans include transition to ISO 50001: 2018 by conducting (i) Gap analysis / assessment (ii) closing of gap analysis findings and (iii) conducting transition audit.

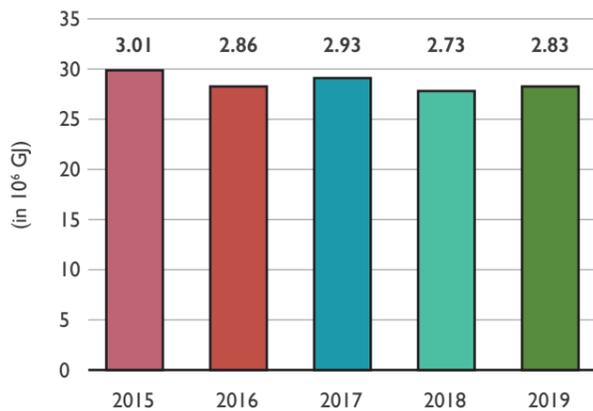
ENERGY

Our energy requirements are met through both direct and indirect energy consumptions in our operations. Direct energy requirements are generated internally while our indirect energy requirements are fulfilled by the external source - Abu Dhabi Water and Electricity Authority (ADWEA).

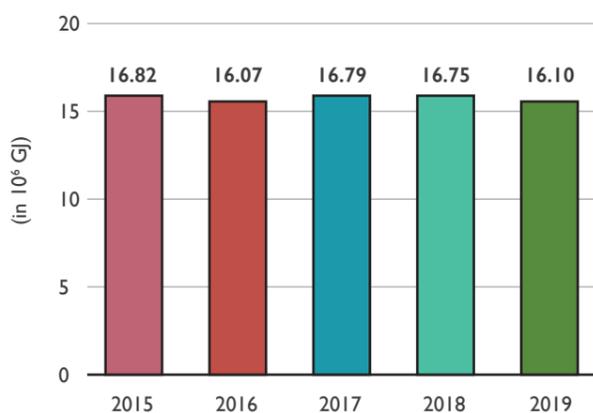
We are committed to sustainable and renewable energy usage and we have incorporated energy management initiatives into our business. We reduce gas losses through regular maintenance, gas recovery and minimal flaring. The climate in Abu Dhabi is an excellent means of sustainable power generation and enables us to maximise our energy generation, reducing costs and increasing the amount of product recovered.

Unfortunately, in 2019, significant amount of renewable energy could not be generated by utilising solar power due to maintenance / refurbishment works in a section of the Abu Dhabi Office. The following graph shows our direct and indirect consumption for the years 2015 – 2019.

Total Direct Energy Consumption (2015 – 2019)



Total Indirect Energy Consumption (2015– 2019)



This illustrates a stable direct energy consumption throughout the period. Modest increases in consumption noted in 2015 and 2017 due to the increased number of projects in Mubarraz and Hail field development, respectively. The consumption of direct energy decreased by 5% in 2016, as compared to 2015. Despite a significant increase in activities, 2017 showed a marginal increase of direct energy consumption of 3%. This is attributed to the energy management initiatives undertaken by ADOC. We have been able to maintain the energy consumption despite increasing the production. Due to the reinforcement of the & behavior change activities, 2019 witnessed a further decline of 4% in the indirect energy consumption.

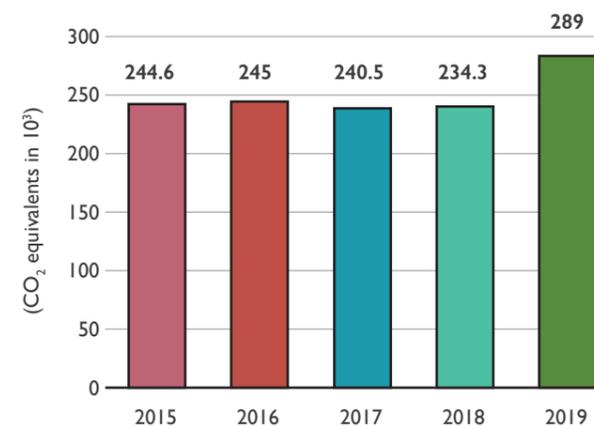
Climate Change

As part of its sustainability goals, ADNOC plans to decrease its greenhouse gas (GHG) emissions intensity by 25 percent by 2030, strengthening its position as one of the least carbon-intensive oil and gas companies in the world. At ADOC, one of our key goals is energy efficiency through continuous improvement. ADOC energy management system incorporates measures to promote energy efficiency. We have taken steps to increase operational efficiency and reduce our overall operational GHG emissions.

GHG EMISSIONS

The Graph below depicts the trend of GHG emissions over the last five years – 2015 to 2019. We were able to control the flaring emissions in Mubarraz Field that resulted in a 3% decrease in 2018 (as compared to 2017 figures). 2019 witnessed a 23% rise in GHG emissions due to some utility related activities in Mubarraz island. Fuel gas consumption increased at Mubarraz Island due to additional heater operation to meet the current operation demand of Hail field production.

GHG emissions (2015-2019)



Direct GHG emissions data includes annual emissions of CO₂ and CH₄ from power generation, combustion processes and flaring. These values were computed by converting to tonnes of CO₂ equivalent values based on the 'Methods for Estimating Atmospheric Emissions from E&P Operations – Report No. 2.59197, September 1994, E&P Forum).

Ozone Depleting Substances

Zero emissions of Ozone-depleting substances from our sites in the year 2019. ADOC has retrofitted air-conditioning units by converting Ozone-depleting compounds (HCFCs) to Ozone friendly compounds (HFC).

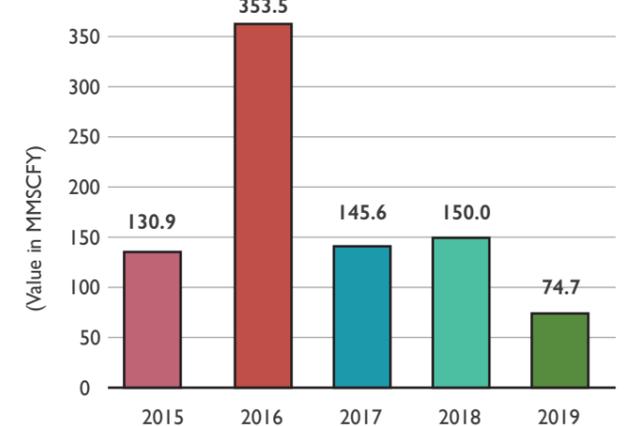
FLARE MANAGEMENT

One of the key success factors of ADNOC's high environmental performance is its longstanding zero flaring policy, which has reduced the volume of natural gas flared by more than 90 percent since the inception of the company.

In line with this policy, ADOC conducts non-routine flaring (planned and unplanned) in particular events such as emergencies, shut down and start-up operations only and continuous flaring is not undertaken in ADOC. The total volume of flared hydrocarbon for the year 2019 is 75.7 Million Standard Cubic Feet per Year (MMSCFY). The following graph shows a comparative analysis of our flaring patterns in our sites during the period 2015-2019.

In 2016 we saw a significant increase in gas flared due to the unexpected flaring at Mubarraz Field. This was however tackled efficiently in 2017 and therefore there was a steep decline noted in the flared gas volumes which remained in the same range in the year 2018. Overall flaring in 2019 was noted to be reduced by almost 50% in comparison to the previous year due to efficient flare management.

Flared gas volume (2015-2019)



Kitchen/ food wastes,
Office waste



Incineration at Mubarraz and CFP;
Incineration ash sent to BeAAT

Other non-hazardous Wastes
from Mubarraz and CFP



Removed using Tadweer-approved
Environment Service Provider (ESP)

Hazardous Waste from
Mubarraz and CFP



Sent to BeAAT

Non-hazardous wastes
from Abu Dhabi Office



Removed using Tadweer-approved
Environment Service Provider (ESP)

Medical Waste from all assets



Removed using Tadweer-approved
Environment Service Provider (ESP)

WASTE MANAGEMENT

Effective waste management can not only be beneficial to the business by saving money, but also be beneficial to the environment at the same time. ADOC adheres to legal obligations to effectively manage and dispose of its waste. We understand the importance of disposing waste in a responsible, safe and ethical manner.

HAZARDOUS & NON-HAZARDOUS WASTE

Waste (hazardous and non-hazardous) generated as a result of ADOC's operations in Abu Dhabi, Mussafah, CFP and Mubarraz Island. Our waste management systems are in line with ADNOC's Code of Practices and Federal Regulations of the Emirate of Abu Dhabi. The table below details the different types of hazardous and non-hazardous wastes generated in ADOC.

Types of Hazardous and Non-hazardous wastes generated in ADOC

Hazardous	Non-Hazardous
Empty chemical containers, Asphaltene, Petroleum Hydrocarbon (PHC) sludge, Waste Oil, Grit Blast & Swarf, Tube Light, Incinerator Bottom Ash, Contaminated cotton Rags, Used Filter, Waste Oil, Paint Residues, used batteries, lab chemicals and barrels, asbestos, etc.	Food/kitchen waste Packaging (bottles, glass, Polyethylene Terephthalate bottles, etc.) Metals and metallic sheets Wood waste (wooden pallets, hardboard plywood) Office Waste

Waste Disposal Methods

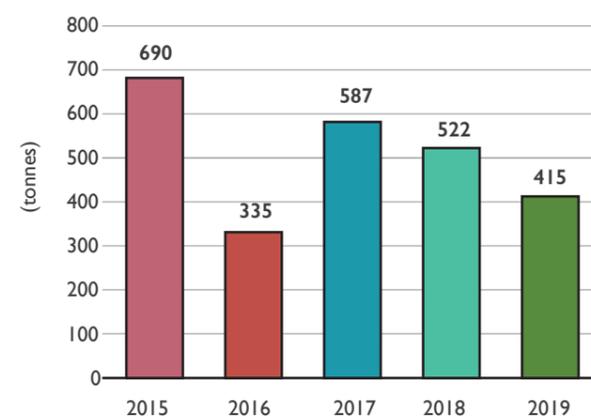
In 2019, the quantities of hazardous wastes sent to Central Environment Protection Facility (BeAAT) was 415 tonnes. 579 tonnes of non-hazardous wastes were generated at ADOC sites. The amount of non-hazardous wastes generated varies depending on the manpower present in Mubarraz. The following disposal mechanisms are currently being used for the different type of wastes:

Data has been collected for the hazardous wastes over the last five-year period. As per the graphical representation below, there have been significant variations in the data reported for the hazardous wastes being sent from our facilities. Compared to 2016, hazardous waste sent in 2017 increased by approximately 75%. Hail Commissioning and operation in 2017 resulted in increased waste quantities that subsequently declined in 2018 by 12%. A further 26% reduction in wastes was noted in 2019. However, this can be attributed to lesser wastes being sent to BeAAT from offshore.



Cleaning Campaign

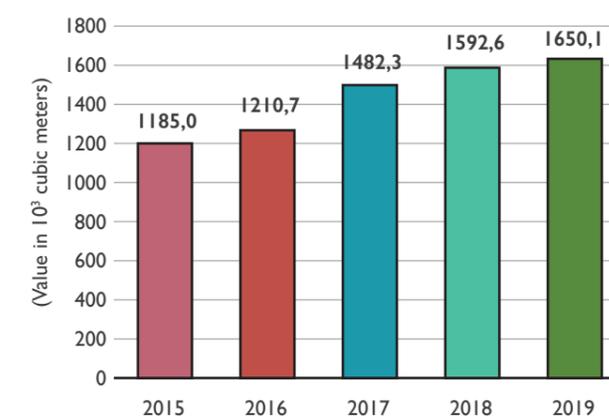
Hazardous Waste sent to BeAAT



Spills

No serious/ reportable spill related incidents were recorded in 2019. Spill management and recovery are part of ADOC's emergency response plans.

Water withdrawal



There is an increasing trend noted in the water withdrawal pattern since 2014. The increase has been due to maintenance activities in the worker camps and increase in number of personnel in Mubarraz Island. Compared to 2017, water consumption has increased by 7% in 2018 and a further 4% in 2019.

WATER & EFFLUENTS

Water withdrawal

ADOC's conservation principles adopt the approach of minimising water usage wherever possible. The following graphs show the quantities of water withdrawal for the years 2015-2019.

Water discharges

In 2019, ADOC discharged 1,255,329 m³ of water (generated as a result of reverse osmosis desalination) into the sea.

The Mubarraz Sewage Treatment Plant (STP) successfully completed its modification and commissioning in 2017. It is operational since August 2017. In addition, new STP in CFP was installed and became operational in 2019.

BIODIVERSITY

We understand the importance of biodiversity and actively engage in conservation of our environment. Environmental conservation is a crucial part of our sustainability goals. We believe that for us to develop and operate our oil fields in a responsible manner, there should always be a balance between development and environmental protection and conservation. Preserving sensitive habitats and protecting endangered species are an important part of this. We have committed ourselves to conservation of natural resources, ecosystems, wildlife and their habitats. ADOC's projects have interactions with the protected marine area of Marawah, which is recognized as a biosphere reserve by UNESCO since November 2007.

The habitats on Marawah include seagrasses, mangrove, coral reefs, coastal sabkhas¹, rocky seashores, sandy seashores and rocky ridges. Such that the area is teeming with biological diversity that is of global importance, particularly where the second largest population of the Dugongs (*Dugong dugon*) is known² and where globally threatened (based on IUCN Red List³) turtles including the Critically Endangered Hawksbill (*Eretmochelys imbricata*) and the Endangered Green Turtles (*Chelonia mydas*) are known to forage⁴. The area is also known to support many species of fishes and migratory birds.

Mangrove plantation

Since 1983 ADOC has committed itself to the Mangrove Plantation Campaign on the Mubarraz Island. The plantation is an essential part of the preservation of Mubarraz Island's ecosystem. Mangroves provide a buffer system between land and the sea and thus assist in stabilizing these sensitive areas and maintain water quality.

A steady growth has been observed in the mangrove coverage due to proper planning, installation of a nursery, site selection, and site preparation. Our personnel have been involved in continuous surveillance, use of protection measures, and monitoring, using modern technologies. The campaign has improved the environment for small thalassic creatures such as shrimps and crabs. The island is also a haven for numerous migratory birds. A total of 21,542 saplings were transplanted in 2019.

From the year 2005 to the end of 2019, ADOC has planted a total of 519,099 saplings in the Mubarraz Island.

¹ an area of coastal flats subject to periodic flooding and evaporation which result in the accumulation of aeolian clays, evaporites, and salts, found in North Africa and Arabia.

² EAD, "Sheikh Zayed Protected Areas Network," [Online]. Available: <https://www.ead.gov.ae/en/discover-our-biodiversity/sheikh-zayed-protected-areas-network>. [Accessed 27 June 2020].

³ IUCN, "The IUCN Red List of Threatened Species. Version 2020-1.," 2020. [Online]. Available: <https://www.iucnredlist.org>.

⁴ UNESCO, "Ecological Sciences for Sustainable Development: Biosphere Reserves - Marawah," [Online]. Available: <http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/biosphere-reserves/arab-states/united-arab-emirates/marawah/>. [Accessed 26 June 2020].

MUBARRAZ MANGROVE STUDIES

In view of the highly variable success rate of the mangrove planting efforts at Mubarraz the following studies were conducted:

- Assessing survival of 300 relocated mangrove trees and saplings, six months after their excavation and replanting;
- Conducting detailed hydrological investigations of tidal inundation characteristics in artificial channels and at other mangrove sites along the causeway and island; and
- Establishing a (long-term) mangrove health monitoring program

These studies were conducted in order to meet the following objectives:

- To evaluate the success of a large-scale mangrove relocation project that excavated 300 mangrove trees and saplings from two proposed new culvert sites and replanted them in a newly-dug artificial channel elsewhere along the causeway;
- To better understand on the role of tidal inundation in determining the success/failure of mangrove plantings and provide recommendations for future planting programs; and
- To establish mangrove monitoring sites for long-term monitoring.



plant size on the survival of the relocated trees/saplings.

In addition, two control plots (with mangroves that had not been excavated) at sufficient distance (>300m) away from the culvert construction sites were also monitored. Survival, In view of the highly variable success rate of the mangrove planting efforts at Mubarraz the following studies were conducted:

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- To establish mangrove monitoring sites for long-term monitoring.



300 mangrove trees and saplings were relocated in August 2019 from two proposed culvert sites (where they had been planted several years earlier) to a newly created channel further south along the causeway near the main island. A detailed experimental design of the (re)plantings in the channel allowed for the testing of the effect of tidal inundation (its duration), freshwater treatment (high and low dosage, added daily by fire truck at low tide) and

ADOC Publishes Scientific Paper on Mangrove Plantation Activity

ADOC has obtained recognition in the academic field for proving that mangrove plantation is vital for environmental conservation in Arabian Gulf. The results demonstrate that planting mangroves on dredged material is feasible

(even under extreme climatic conditions) and may offer a cost-effective alternative for shoreline protection, with added benefits for biodiversity through the creation of new habitats.

CSIRO PUBLISHING

Marine and Freshwater Research
<https://doi.org/10.1071/MF19289>

Mangrove planting on dredged material: three decades of nature-based coastal defence along a causeway in the Arabian Gulf

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Evaluation of hydrology at selected mangrove planting sites

To evaluate the importance of tidal hydrology in determining the success of mangrove planting efforts, measurements were made of the tidal inundation characteristics (durations and depths) in a number of selected mangrove channels (and other relevant mangrove planting sites) with the use of water level loggers (known as 'divers'), suspended in PVC tubes (acting as still wells) that had been installed at representative locations amongst the mangroves. Optimum tidal inundation for *Avicennia marina*, the mangrove species planted on Mubarraz, has been reported to range between 250 and 400 minutes per day (Van Loon et al., 2007; Van Loon et al., 2016). The loggers used measure water pressure which varies based on the depth the loggers are submerged and allows for tidal inundation to be calculated. A total of three of these 'diver' loggers were used, one of which was deployed in the open sea (shoal) as a reference logger to compare data with tidal chart datum and was used to correct for tidal time and magnitude differences with data from channel loggers. The dataset covered a complete spring-neap tidal cycle (of 'open sea' water level fluctuations) and was used (against the water level data collected at the individual sites) to enable calculations of the average daily tidal inundation period for each site. All water loggers were deployed on a string inside a polyethylene pipe, acting as a

still well to prevent the logger readings being influenced by wind or water movement. Pipes rested on the substrate with their bottom end covered with cloth to prevent sediment intrusion and secured to metal stakes to prevent movement with tides and weather.

In addition, measurements were made of the tidal (depth) positioning of the bed level of mangrove channels (and other relevant mangrove sites) relative to mean sea level with the use of auto-levelling equipment. Along with the water logger measurement data, these were then compared against the critical window of suitability of inundation tolerance for the mangrove species *Avicennia marina*, to see if the bed level of a respective channel is either too deep, within the correct range, or too shallow.

Water level and bed level measurements were made in a selection of channels including those with successful mangrove plantings and those where the planting has been particularly unsuccessful, in order to evaluate whether there is a significant relationship between channel hydrology and mangrove planting success.

Mangrove monitoring program

For the establishment of a long-term mangrove monitoring program at Mubarraz, six permanent monitoring plots were established at representative mangrove planting sites along the



causeway and island. Mangrove health attributes were surveyed within these plots using widely accepted methods from mangrove monitoring programmes using standard techniques (English et al., 1997; Kathiresan, 2001; Duke, 2009). The mangrove vegetation structure was described, including the total number of trees, estimated height, stem circumference (to derive stem diameter for the calculation of basal area), presence and number of saplings & seedlings, as well as the density of pneumatophores and their condition. Evidence of flowering/fruitletting by the mangroves was also recorded, as well as the density of propagules, gastropod snails and crab holes in/on the forest floor (if any), and the sediment type. Lastly, evidence of disturbance (including physical damage to the vegetation, presence of oil/tar balls, plastic and other debris) was also assessed in the plots. This assessment can then be repeated in future years (preferably around the same time of year) to evaluate planting success/survival and detect trends of change (e.g. increase, stability or decline) in relation to natural disturbances, climate change or ADOC's operations.



Conclusions and Recommendations

Mangroves have been planted along the shorelines of Mubarraz Island and causeway since 1986. These planting efforts (of a total of nearly 500,000 seedlings to date) have resulted in successfully established mangrove vegetation along 6.7 km of shoreline, covering a total area of 16.5 ha (Ertemeijer et al., 2020). Survival rates of planted mangrove seedlings to healthy saplings or trees were in the order of 26% averaged over all years, but has been variable between sites. Plantings of tens of thousands of nursery-reared mangrove seedlings in artificially-dug channels parallel along the causeway had variable success rates (in terms of survival and growth), ranging from near-total failure in some channels to >90% success in others. Upon analysis, previous investigations suggested that this may be related to the depth of the excavated channels (which seemed to vary significantly between channels), potentially resulting in inappropriate tidal hydrology for the mangroves in some of the channels. Hydrological investigations conducted during the present survey (using 'diver' water loggers) suggest that some of the channels are probably too deep, resulting in prolonged periods of inundation (sometimes well over 400 minutes per day) that exceed the tolerance limits of *Avicennia marina* (the main mangrove species planted). It is recommended to make the channels shallower at sites where the mangrove plantings have largely failed.



Monitoring of the 300 mangrove trees and saplings that had been relocated in August 2019 from two proposed culvert sites to a newly created channel further south along the causeway near the main island, revealed ~33% survival, which is in accordance to expectation. There were no significant effects (yet) of tidal inundation duration, freshwater treatment and plant size on the survival of the relocated trees/saplings. Monitoring results at six representative sites (including both older stands and more recently planted mangrove stands in channels along the causeway) show that the mangroves at Mubarraz are in good health and growing/expanding, with healthy (natural) recruitment of seedlings in the older (more mature stands) and good seedling/sapling survival in the younger stands.

Coral preservation

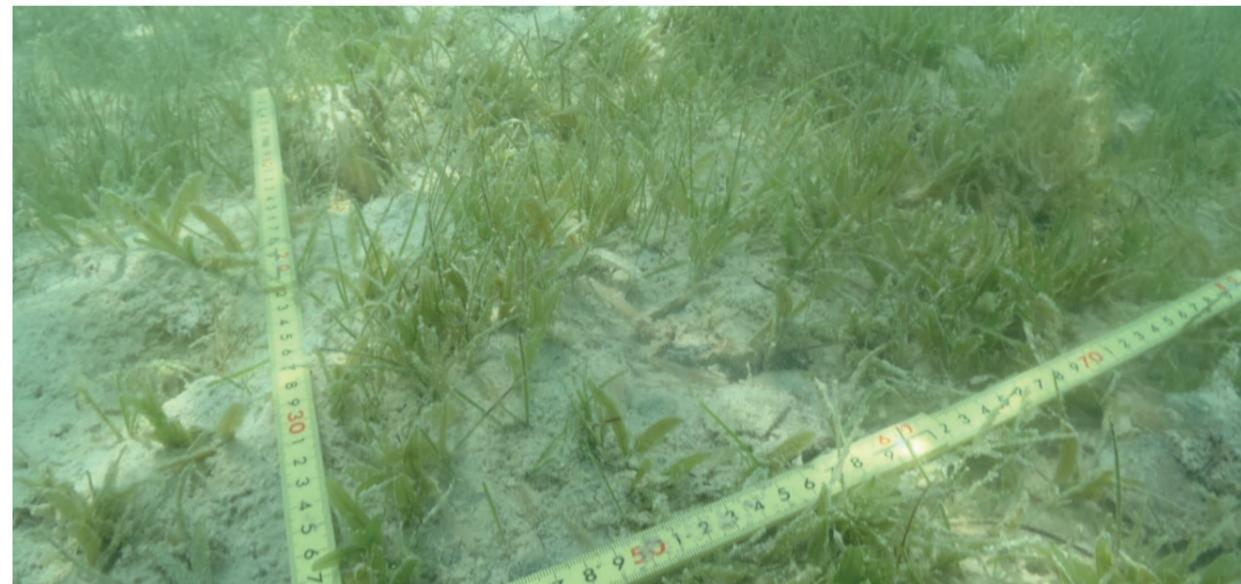
Coral reefs provide numerous ecosystem services such as fisheries and shoreline protection from the damaging effects of wave action and provide habitats and shelter for many marine organisms. Coral reefs whilst offering these ecosystem services are sensitive to varying water temperatures. ADOC has been involved in investigating the possibility of propagating coral at Mubarraz from as early as 2008. During the period March 2019 – May 2019, monitoring of corals and seagrass was carried out with the help of internal resources.

ADOC is planning to conduct exploratory diving activities in Mubarraz Island, using locally based subject matter experts to identify the future scope for the coral preservation and propagation potential considering the changes in the average weather patterns in the region due to climate change. Research reveals that it is not practical to restore natural coral reef around Mubarraz Island due to the following:

- South east of Arabian Gulf (including Mubarraz island) is the most severe environment for corals in the world and has highest ratio to suffer marine heat wave, which has close link to coral mortality.
- It requires more than 9m depth for coral recovery site to keep preferable temperature to achieve some coral recovery activity in Abu Dhabi Shoreline. Of note, all the Mubarraz coral sites are shallower than 9m.

Sea grass propagation

Different sea grass species assist in determining the condition of coastal ecosystems. Sea grasses are a vital part of the marine ecosystem, providing numerous ecosystem services including stabilising the sea bottom, maintaining water quality and providing food and habitat for other marine organisms.



The 'Sea grass propagation Project' was commenced in June 2007 by ADOC. The project included surveys of conditions of sea grass vegetation surrounding the Mubarraz Island followed by the selection of transplantable water areas and expanding the sea grass populations by means of transplantation and proliferation. Our Japanese specialists implemented new technology to develop and enhance the growth of marine biota which indirectly helps maintain the marine food chain to aid the expansion of the marine habitat. Mattresses with chains were installed in 2014 in a bid to further propagate the sea grass in the area. The mattresses add a solid ground for growth and are securely held in place with the addition of chains. We continue to monitor the progress of sea grass propagation.

Similar to the coral reefs, monitoring of sea grass occurred in February 2017 with Japanese expert and in 2018-2019 with internal resources.

In 2019, ADOC analysed available satellite imagery (>30 years) to map and evaluate short-term (year-to-year) variability and long-term (decadal) trends in seagrass distribution on Mubarraz Shoal. Ground-truthing of seagrass mapping was undertaken through a semi-intensive field programme of spot-checks. GIS map analysis of 13 Remote Sensing Images of Mubarraz (1984 –2019) for sea grass coverage and mapping of seagrass extent (year-to-year dynamics) was conducted in December 2019. The results reveal that in 2019, the seagrass in Mubarraz Island was noted to be in good condition. This finding conforms with several scientific reports which suggest that seagrass is able to recover quickly without much active interventions.

In addition, a seagrass seed bank assessment was conducted across Mubarraz shoal by seed density analysis to evaluate the resilience of the seagrass beds to recover from disturbances.

MUBARRAZ SEAGRASS STUDIES

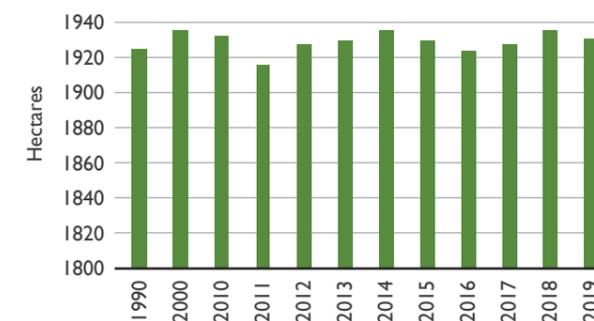


The aim of the Seagrass studies was to evaluate the loss of seagrass due to climatic effects and confirm its subsequent recovery in 2019.

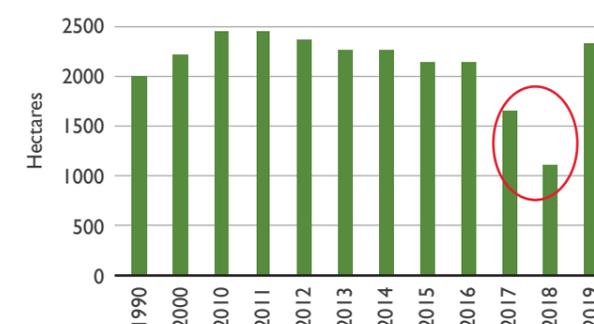
Methods for Seagrass Assessment

- **GIS analysis:** 13 Remote Sensing Images of Mubarraz (1984 – 2019): mapping of seagrass extent (year-to-year dynamics)
- **Ground truthing:** Spot checks at ~34 sites to confirm seagrass presence/cover/species.
- **Monitoring sites:** Seagrass health assessment along 50m transects (3 East, 3 West)
- **Seed bank assessment:** Sieving & microscope analysis of 60 sediment samples

GIS analysis Sea Grass East



GIS analysis Sea Grass West



Monitoring sites

Healthy meadows (both sites)

WEST : 29% cover mainly *Halophila ovalis*

EAST : 35% cover *Halodule uninervis* (dominant)
But also *Halophila ovalis* & *Halophila stipulacea*

(important for sea turtles and dugongs)



Ground truthing sites

WEST : 14 of 22 sites with seagrass

EAST : 11 of 12 sites with seagrass

Seed bank analysis

WEST : 157 seeds per m² (3 species, especially *Halophila ovalis*)

EAST : 56 seeds per m²





The seagrass meadows at Mubarraz Island presently cover approximately 4,240 hectares. These meadows are composed of three opportunistic seagrass species (Halodule uninervis, Halophila ovalis and Halophila stipulacea) and constitute an important feeding habitat for a thriving population of Green Turtles (Chelonia mydas) and for significant numbers of dugongs (Dugong dugon) and Indo-Pacific Hump-back Dolphins (Sousa chinensis). The meadows are also important as nursery habitat for (commercially important) fish, crustacean and shellfish species. The seagrasses also stabilise the sediments on the shoal, thereby reducing problems of erosion and siltation. The results showed a significant die-off event in 2017-18, which resulted in the loss of some amount of seagrass from the western shoal, as revealed by both remote sensing image analysis and field surveys. This decline may have been related to the significant heat-wave during 2017, which was also responsible for mass bleaching and mortality of corals throughout the Emirates. Research suggests that it is possible that the die-off at Mubarraz was caused by a combination of sustained high water temperatures (for several weeks) and low light conditions (possibly as a result of increased resuspension of fines in shallow areas on the shoal due to a period of strong wind-wave action).

Satellite imagery analysis and field work in 2019 confirmed that there has been remarkable recovery of some 1,000 ha of seagrass (mainly by Halophila ovalis) on the western shoal in 2019, most likely through recolonization from seeds, although vegetative regrowth from surviving rhizome fragments may also have contributed. Sampling across the western and eastern shoal during this survey confirmed the presence of a seed bank (especially of Halophila ovalis, but seeds of Halodule uninervis and Halophila stipulacea were also encountered in the samples). The overall results show that the seagrass meadows of Mubarraz are in good health

and show a high level of resilience (able to rapidly recover following a significant impact or die-off). This was further confirmed by the observation of large numbers of grazing green turtles (149 nos.) during the December 2019 survey.

Osprey preservation

We have been continuously carrying out monitoring and preservation of the Osprey inhabiting Mubarraz Island since the year 2005. To further enhance the growth of the inhabiting Osprey, artificial osprey nests were installed around Mubarraz and AR Site Terminal Islands where these nests are periodically monitored. The average number of monthly osprey sightings in 2019 was 25.

Osprey Monitoring



The graph above shows the trend in osprey monitoring in ADOC. Over the last five years, there has been continued focus in the monitoring of ospreys.

ENVIRONMENTAL IMPACT OF TRANSPORTATION

ADOC continues to monitor emissions as a result of transportation activities such as transport of equipment, materials and personnel. Road vehicles, helicopters, and marine vessels are our primary transportation mechanisms. We are taking proactive measures to reduce our footprint resulting from transportation and carry out regular preventive maintenance of our transportation fleet to preserve their fuel efficiency. There were no reportable spills recorded or significant wastes generated from our vessels.



Capt. Azmi Asalibi
Marine Supervisor,
 Mubarraz Marine, Offshore
 Operating Department

As the Marine Supervisor (OP-PT-MUB), I am responsible for ensuring the functionality of all marine equipment, maintaining of all assets, effective execution of Helicopter operations, SPM Loading Terminal and boat transport. I ensure that all vessels are operated in accordance with good marine practice, in compliance with the Company's Procedures and Rules, and in accordance with all local and international laws and regulations. I am in-charge of tanker loading operations and as part of my duties I ensure effective coordination and monitoring of marine contractor performance.

I always motivate staff to achieve high standards and promote team cohesion. I exert efforts to make sure all transportation activities by boat and helicopter are following relevant operational procedures and instructions so that work is carried out in a controlled, effective and consistent manner as per set standards.

Contributing towards Safe and Reliable Operations

ADOC has an excellent marine team that ensures the terminal operations (tankers, SPM) are conducted safely. There is a deep sense of responsibility and ownership amongst all team members with respect

to any related events such as oil spills which are governed strictly by the MARPOL regulations.

Meetings and training sessions are held regularly for staff awareness and to keep them abreast of all regulations. Daily checks are also carried out at loading/un-loading areas (with guided safety checklists) to maintain safe operations. Tool-box talks and appropriate signage is instrumental in adhering to ADOC procedures and local and international regulations. We regularly perform all necessary drill related for our operation in order for us and other concern department to enhance our capabilities to respond in emergency situation.

Strict compliance on the use of life saving floatation device is implemented to all boats entering ADOC's field. The requirement of SOLAS is in line with the strict rules prescribed by ADNOC and ADOC HSE. All personnel engaging in helicopter operations are competent with appropriate training and valid certificates as HLO and HDA as required by regulation.

2019 Success Stories

- We successfully completed 700 nos. of oil shipments without any spill events or other HSE issues in 2019. A total of 11,917,804 bbls. of crude oil was shipped.
- During the project of desludging / cleaning sludge disposal and overhauling of oil storage tanks by PJ Dept. contractor, they transported sludge oil in the tanks (shipment for oily deposits) which are characterized as dangerous goods (DG). The transportation of 82 shipments of the DG was continuously supervised and the operation was completed smoothly and safely without any spill events.

ENVIRONMENTAL IMPACT OF PRODUCT AND SERVICES

Once the crude oil is loaded into tankers at our SPM facility bound for Japan, ADOC responsibility comes to a close. Therefore, this section is not applicable to ADOC's operations.

Health & Safety



“Safe and stable operations are the most vital components of our business. We are so proud of achieving no serious incidents or injuries throughout 2019. Since the commencement of the production from Hail in the late 2017, our production is ongoing smoothly without any serious accidents or injuries.”



Our robust Health, Safety and Environment Management System (HSEMS) ensure our ethos of "Safety First Think before Act" is instilled in the hearts and minds of all that work for us. Our HSEMS procedures are routinely reviewed with involvement of our HSSE Committee and Sub-Committee ensuring that any suggestions or outcomes are correctly implemented and followed up on.

All HSE related policies are reviewed and approved by the General Manager. HSE targets are discussed at HSE Committee meetings and progress on achieving these targets reviewed.

In 2019, we revised our previous policy. The basic structure of the Policy remains the same as previous year and includes the following distinct sections:

ADOC'S HSEMS

Prevent incidents, eliminate or reduce hazards and improve HSE performance at operational sites

All areas and operational aspects at the locations that have the potential to affect the health and safety of people or the environment

Ensure compliance with legislative requirements

All relevant legislation and other requirements

Provide a platform for continuous improvement

All elements of HSE Management

Our HSSE Policy forms the core of the company's strategic objectives. The Corporate targets and Key Performance Indicators (KPIs) are also based on these commitments. ADOC's sustainability targets are embedded within our HSE targets.



The new elements to the Policy content include:

Encouraging all personnel to put forward HSSE initiatives by providing opportunities for their competency development

Due to the comprehensiveness and breadth of the Policy, there were no significant changes in the Policy in the year 2019. The update to the Policy included the element of 'encouraging all personnel to put forward HSSE initiatives by providing opportunities for their competency development'.

ADOC always believes in sharing of lessons learnt from safety initiatives is a great way to develop knowledge and competency related to safety issues.

Key issues that are most often classified under the social sphere of sustainability is occupational health and safety and labour relations. In ADOC, our prime focus is on the promotion of the safety,



Mr. Hiroshi Yamamoto
Manager, Health, Safety & Environment Department

I am in the position of HSE Manager since 2018 April. My career started with assignment in a refinery in Japan, following which I have worked in different sectors such as Business development of powerplant as well as the renewable energy sector. My areas of focus include HSEMS systems, HSEIA study, NORM Management, etc. During my tenure as an Assistant Manager with ADOC's parent company, I have been involved in accident investigations committee of high-risk incidents including LPG tank explosions.

With a rich background in safety and deep understanding of risks involving the oil and gas environment, in my role as a SE Manager I lead the department. I have played the role of operation Production Manager and HSE manager in refining industry before which provides a unique experience and helps me introspect all HSE issues with an open perspective. I believe not only having technical knowledge but also communicating with each other and prioritisation of issues is important in addressing them.

Leading by Example

In the SE team, we always walk the talk 'Safety First, Think before Act' and lead by example. We believe that what has not been identified cannot be acted upon. Therefore, we focus on hazard identification throughout the full lifecycle of the project.

SE Department is responsible for the creation and development of Company-wide procedures and rules related to safety. However, for the procedures to be effective, it is crucial that staff and contractors follow these at all times. SE Team maintains physical interaction with site personnel through HSE Patrols. This not only

health, and welfare of workers. Our risk management systems will ensure we maintain a safe working environment. Our health programmes not only focus on physical health of our employees but as an employer we are also concerned with our employee's psychological and social health issues.

encourages staff and provides them an opportunity to raise any observations/ concerns but also allows the SE team to identify any unsafe working conditions. As part of the SE Department's role, we ensure that incidents are reported, and lessons learnt shared. We motivate the staff by announcing 'Employee of the Month' to recognise the safety consciousness of the staff. Safety recognition schemes are also extended to reporting of near misses and reporting using Safety Observation Cards.

Objectives and Targets

Our HSE Performance and targets are linked to the Company business targets (short and long term) and are aligned with the 3/5 year strategy. Every year once the business targets are finalised, the HSE objectives and targets are also set.

2019 Achievements

In 2019, the SE team had the opportunity to collaborate with one of the environmental specialists in the Region to investigate the importance of mangrove plantation in line with the relevant ADOC initiatives.

A Scientific Paper with the findings of the Study was published in the journal CSIRO Publishing (Marine and Freshwater Research). The results demonstrate that planting mangroves on dredged material is feasible (even under extreme climatic conditions) and may offer a cost-effective alternative for shoreline protection, with added benefits for biodiversity through the creation of new habitats. ADOC has ambitious targets on continuing the Mangrove Plantation Campaign in the near future.

In 2019, the five-year updating and revalidation of the HSEIA for the entire facility was successfully completed.

Another important achievement includes the introduction and roll-out of 'EASI Doc' System. ADOC shifted from a paper-based system to a software-based application to access all important HSE related information (including relevant forms and checklists) in a central online platform. This not only resulted in increasing the efficiency of the staff, but also helped in greatly reducing the environmental impacts from paper usage.

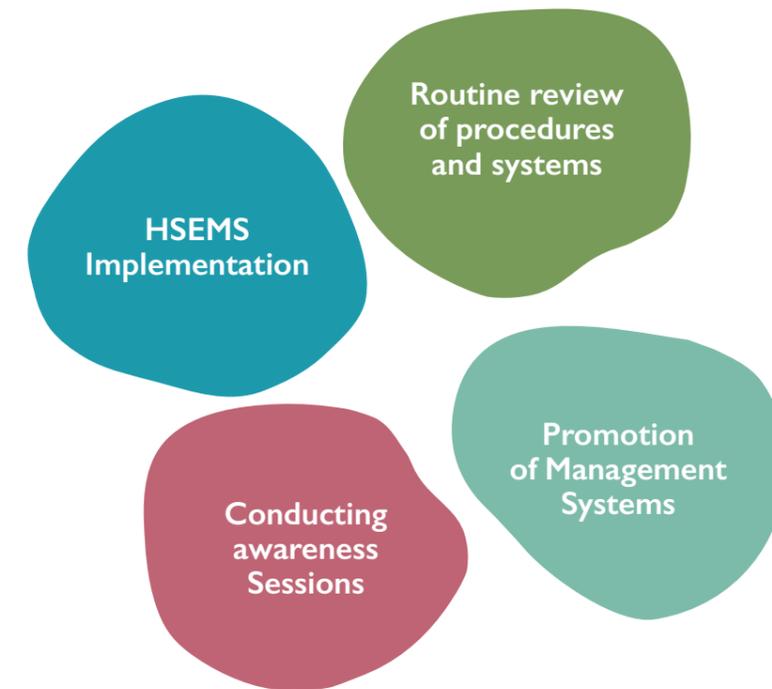


شركة نفط أبوظبي المحدودة (اليابان)
ABU DHABI OIL CO., LTD. (JAPAN)

سياسة الصحة والسلامة والأمن والبيئة

<p>Health, Safety, Security and Environment (HSSE) Policy</p> <p>To maintain safe and stable operations with continuous improvement of health, safety, environment, and sustainable performance, ADOC is committed to:</p> <p>HSSE in General.</p> <ul style="list-style-type: none"> • Providing a proactive HSE Management System and a Security Management System which ensure that all necessary steps are taken to protect our people, the community, and the environment. • Enhancing an organizational HSSE culture with commitment to "100% HSE" which involves contribution and participation of all personnel. • Encouraging all personnel to put forward HSSE initiatives by providing opportunities for their competency development. • Ensuring compliance with ADNOC Codes of Practice, all applicable laws, regulations, and international standards. • Identifying HSE hazards/aspects and minimizing their risks/impacts to the business through effective controls. <p>Health, Safety, and Security</p> <ul style="list-style-type: none"> • Providing a healthy and safe working environment by controlling occupational health hazards and safety hazards. • Achieving reliable operations by managing the process safety and the integrity of assets. • Ensuring the safety and security of our people during any emergency, crisis, or business disruption. <p>Environment</p> <ul style="list-style-type: none"> • Adopting the best available technologies and practices to maintain sustainable environment. 	<p>من أجل الحفاظ على عمليات آمنة ومستقرة مع التحسين المستمر للصحة والسلامة والبيئة والأداء المستدام، تلتزم أدوك بما يلي:</p> <p>الصحة والسلامة والأمن والبيئة بشكل عام</p> <ul style="list-style-type: none"> • توفير نظام إدارة الصحة والسلامة والبيئة الاستباقي ونظام إدارة الأمن الذي يضمن اتخاذ جميع الخطوات اللازمة لحماية أفرادنا والمجتمع، والبيئة. • تعزيز ثقافة الصحة والسلامة والأمن والبيئة التنظيمية التزاماً بسياسة "100% للصحة والسلامة والبيئة" التي تتضمن مساهمة ومشاركة جميع الموظفين. • تشجيع جميع الموظفين على طرح مبادرات الصحة والسلامة والبيئة بتأمين الفرص لتطوير كفاءاتهم. • ضمان الامتثال لمدونة الممارسات لأدнок، ولجميع القوانين المعمول بها وللوائح والمعايير الدولية. • تحديد مخاطر الصحة والسلامة والبيئة وتخفيض هذه المخاطر والحد من تأثيرها على العمل من خلال السيطرة الفعالة. <p>الصحة والسلامة والأمن</p> <ul style="list-style-type: none"> • توفير بيئة عمل صحية وآمنة من خلال السيطرة على المخاطر الصحية المهنية ومخاطر السلامة. • تحقيق عمليات موثوق بها عن طريق إدارة سلامة الأصول. • ضمان سلامة وأمن أفرادنا خلال أي حالة طارئة، وخلال أي أزمة أو أي تعطل للأعمال. <p>البيئة</p> <ul style="list-style-type: none"> • اعتماد أفضل التقنيات والممارسات المتاحة لتأمين بيئة مستدامة.
<p>January 2019</p>	<p> Hiroyuki Yamamoto Representative & General Manager</p>
	<p>يناير 2019 هيرويوكي ياماموتو الممثل والمدير العام</p>

Safety Management Principles



Safety Performance

We assess and monitor our safety performance through several parameters as defined in ADNOC COPs. The progress is reported quarterly, as well as annually. We believe it is our proactive approach and implemented safety management system that works towards reducing the likelihood of our employees being harmed at work. In 2016, the number of LTIs recorded for the contractors was above our Corporate KPI. We have undertaken root cause analysis of such

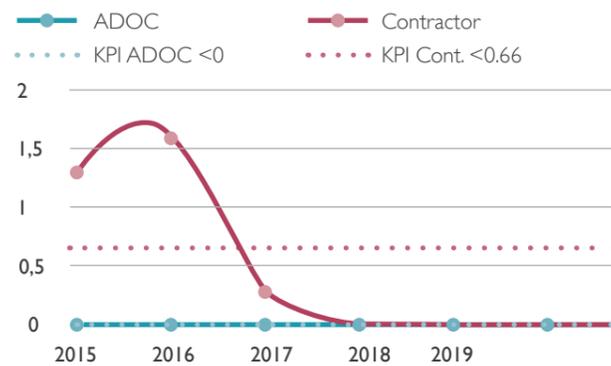
events and implemented a Safety Awareness programme since May 2016 which continued through the last three years.

In the year 2019, thanks to the improvement of ADOC's safety awareness programmes, we are delighted to report that there were zero incidents. We will continue to execute our operations with a 100% sense of safety awareness. The summary of our safety performance is shown below.

Our Safety Performance Summary (2015-2019)

PARAMETER	ORGANIZATION	2015	2016	2017	2018	2019	CORPORATE KPI FOR 2019
Fatalities	ADOC	0	0	0	0	0	0
	Contractor	0	0	0	0	0	0
Lost Time Injury (LTI)	ADOC	0	0	0	0	0	0
	Contractor	4	8	2	0	0	≤ 3
Lost Time Injury Frequency (LTIF)	ADOC	0.0	0	0	0	0	≤ 0.0
	Contractor	1.24	1.56	0.23	0.00	0.00	≤ 0.66
Total Reportable Injury (TRI)	ADOC	0	0	0	0	0	0
	Contractor	8	10	2	4	2	≤ 9
Near Miss Reports and Safety Observations		256	230	345	986	1,016	700

Lost Time Injury Frequency (LTIF)



We have strengthened our contractor HSE management systems and increased safety awareness programmes among all frontline workers.

As a part of continuous efforts, all staff members have been reminded to concentrate on the safety of their day-to-day activities and strive to achieve the 'zero incident'. Since 2016, safety lessons were being shared weekly. 'Safety Observation Card' system was implemented throughout our sites and rigorous HSE campaigns undertaken to increase awareness.

As a result of these efforts, 2017 saw significant improvement in the safety performance. Unfortunately, we recorded two contractor LTIs in November 2017, however the improvement from 2016 performance was noteworthy. The results were further reinforced in 2018 and 2019 with no LTIs. We will continue to exert robust efforts to improve the overall injury statistics of ADOC; in 2019 we recorded four (4) First Aid Cases.

Heat Stress Management Campaign – 'BEAT THE HEAT'

Heat Stress Management Campaign was initiated by the SE Department from June 2019 and continued throughout the summer and completed in September 2019. Thermal Work Limits and Heat Stress Awareness materials were circulated to all staffs.

Heat Stress Management inspection was carried out at contractor camps/ worksites in August and September. Provision of rest shelters, dehydration kits, frequent job rotation during work, air conditioning arrangements were checked using guided checklists as part of compliance verification. In addition, ADOC provided personal water bottles and balaclavas to all employees.

ADNOC SAFETY DAY CAMPAIGN SAFETY LEADERSHIP

The event was launched in ADOC on the 30th July and 1st August 2019. The locations involved in the campaign were AUH (HQ), Mubarratz, CFP and Musaffah Warehouse. More than 400 employees participated in the event. Various posters, handouts and rollups were used to create awareness of the programme.

The Launch Day highlights are as follows:

Above 80 percentage of staff participated for "ADNOC's - 2nd Safety Day" launching ceremony

Opening speech by HSE Manager

Presentation on Safety Leadership

Safety Leadership video

GM speech and declaration as Safety Leader

Pointing & Calling session

Photo Session

Promotion of Safety Leadership by all Managers.

Following the launch of the event the following additional activities were undertaken:

Awareness training session on "Safety Leadership"

One-on-One Discussions

Tool Box Talks covering "Safety Leadership"

Leadership Site visit

Individual Declaration as "I am a Safety Leader"



A Safety Day launch and slogan "I am the safety Leader" clearly spread the message that all employees should take responsibilities of being a "Safety Leader".

All the participants exhibited good understanding about the leadership quality they would need to adapt to enhance the safety culture of the company.

All the participants were committed to be a safety leader and assured to be completely engaged with the goal of achieving 100% HSE.

All the participants felt that anyone who is engaged with safety, benefits in some way, no matter what their position is within the Company. Strong levels of engagement contribute towards a safe work culture, increased productivity and improved morale. If everyone becomes a safety leader, then everyone wins.

The campaign uncovered a fairly comprehensive list of items that would contribute towards change in the safety culture. It would help to adopt the attitude and belief that safety is equally important as production.



I am a Safety Leader



Mr Takeyuki Homma

Head, Offshore Department
(CFP) Group, Offshore
Operating Department

I have been working with ADOC since 2008. Initially for the first three years in Mubarratz and from 2013 in CFP. During this tenure, I have received many recognitions for safety consciousness.

Safety Leadership

We have established safety targets and objectives in line with our Tokyo Head offices. We review our progress periodically and make necessary actions accordingly. To achieve the targets and objectives, it is very important to make sure our platform is safe and fit for the continuous and stable operations with available limited facilities and manpower. We continuously visit the site, observe ongoing activities, and look for opportunities for improvements. In addition, we are always keen on our employees' health and wellbeing. We make sure all operations related risks and tasks are identified and adequate mitigation actions are in take place.

Our Slogan – "Safety First! Think before Act" always reminds us every time, what matters the most before any act.

Team Motivation

Teamwork, dedication and commitment of all the employees in achieving a common goal is the key to success in ADOC. It is important to focus more on the mental well-being of our offshore employees since they stay away from their families. We encourage our employees to report all observations related to safety and health issues. In ADOC we have a 'no blame culture' and instead appreciate regular reporting of issues and enforce

continuous improvement. We take employees' observations, innovative ideas and opportunities for improvement with high priority. We review these ideas and implement as appropriate and award our employees annually.

Additionally, to keep up the high morals of all employees we carry out activities such as:

- Monthly Awards for Near miss reporting and Safety Observation Reporting.
- Toolbox talks and appreciations at them.
- 'I am Safety Leader' Programme

ADOC's Safety Culture

The distinctive characteristic of ADOC is its safety culture. We all are bounded to provide safe workplace for all our employees. As a multinational organization, we adhere to international as well as UAE labour laws in the means of providing safe workplace.

Our Health & Safety Management System is a sophisticated system which was developed in the past decades and is continuously developing. Reviewing the outcomes of the activities carried out provides new opportunities. Motivating the employees, providing facilities and suitable environment for these new opportunities and innovative ideas, conducting HSE Patrols, continuous monitoring of the activities, frequent site visits and leadership tours are effective in supporting the Safety Culture of ADOC.

Challenges in 2019

One of the key challenges in 2019 was to maintain ADOC's Safety Culture along with the ongoing organisational changes within ADOC. Balancing production and operation needs preserving safety standards has been challenging. Other key issues include sustaining the process and operations while minimizing the emissions and flaring causing minimum impact to environment and maintaining the health and wellbeing of employees and developing welfare facilities.



'Pointing and Calling' Awareness Programme

Pointing and calling is a method to join forces and to enhance a sense of oneness and community within a team by confirming our safety slogan through pointing and saying out loud together. This is a well-known method in Japan to enhance team spirit.

Since 2016, in ADOC, we started the implementation of 'Pointing and Calling' after every meeting, tool-box talk and in all the gatherings. This initiative created a positive impact on the safe work culture of ADOC and ADOC recorded a drastic reduction in the Lost Time Injuries (LTIs).

The three main functions of 'pointing and calling':

- The distance between a Performer and the object becomes closer than before by pointing at an object, it enables Performer to focus on the slogan more carefully.
- It attracts attention by voicing.
- The cerebrum gets activated when we vocalize and move our hand.

Health

Valuing the health and wellbeing of our employees at ADOC, we have a total of two clinics and one first aid post., which we operate, thus ensuring that our employees are well taken care of. Our clinics are located in the Abu Dhabi office, Mubarratz and the first aid post in CFP facility. All the three locations are audited by Department of Health each year for the licensing.

Our medical doctor is responsible for management of various medical and occupational health issues within ADOC. Health management is primarily governed by the following:

- Company Policies such as Medical, Housekeeping and Infection Control policies;
- ADNOC COPs; and
- Department of Health Regulations.

HSE Awareness Sessions in 2019

Hazard identification and reporting (Safety Observation Card) campaigns were conducted in all ADOC facilities during the 2019. A total of 20 campaigns and awareness sessions were conducted from January to December 2019.

January	Healthy Lifestyle CFP	Permit to Work - MUB		
February	Waste Management System - CFP	Confined Space Entry - CFP	Nearmiss Reporting System - MUB	
March	Upper Respiratory Tract Infection CFP / MUB			
April	Electrical Safety - CFP	Waste Management System - MUB		
May	Task Risk Assessment MUB			
June	Beat the Heat Cam- paign All sites	Safety Leader All sites	Incident Investigation CFP / MUB	
July				
August				
September			Lifting Operation CFP	Compressed Gas CFP
October	HSEMS Awareness - CFP		PPEs MUB	
November	Safe Lifting Operation - MUB	Permit to Work - CFP		
December	HSEMS and ENMS - MUB	Introduction and Roll-out of EASI Doc System - CFP		



EMERGENCY MANAGEMENT

ADOC has developed a robust Emergency Response Plan (ERP). They are for the two main sites, Mubarraz Island (including AR Site Terminal, GA Terminal & Hail Site Terminal), Mubarraz Offshore Oil Field (Central Facility Platform), and the Crisis Management Plan is for overall ADOC facilities.

The Facility Response Plans contain response procedure for ADOC site level and the Crisis Management Plan gives response procedures at corporate level. The following are the objectives of the ERP:

01

Control the incident in order to minimize the effects of the incident/accident and limit damage to people, the environment and property;

02

Provide details of the procedures on how to respond to an accident/incident based on the severity level and the roles & responsibilities of ADOC members;

03

Provide practical procedures for emergency response in specific emergency situations; and

04

Communicate necessary information to employees, contractors, ADOC Crisis Management Team (CMT) -Tokyo, ADNOC CMT, the public, Critical Infrastructure & Coastal Protection Authority (CICPA), police, civil defense, other relevant government departments and agencies.

Further, ADOC also has an Oil Spill Response Plan (OSRP) in place consisting of two response plans: Oil Spill Response Plan for Mubarraz Island, AR Site Terminal and Hail Site Terminal, and Oil Spill Response Plan for CFP and Mubarraz Field. The primary objective of the OSRP is to establish the management organization and response operations necessary to obtain command and control of oil spills in a rapid and effective manner. The OSRP provides the strategy, procedures and supporting information necessary to execute the immediate response.

ADNOC COPs require that Group Companies conduct at least two planned emergency drills annually. ADOC conducted 24 emergency exercises/ drills in the year 2019. This is in line with what had been planned for the year.

ADOC installed new boom in 2019 and conducted commissioning

Booms are floating barriers designed to perform functions such as oil containment and concentration, deflection and protection.

Training was provided on 'Resource Improvement for Oil Spill Response and Recovery' prior to the installation of the boom at CFP. The team that took the training were keen to learn and willing to assist in all aspects of the training. They listened and took note of any instructions given and carried out all tasks in a safe and careful way.

It is understood that with regular spill exercises, the team will be competent to act on any actual spill should this occur.

Future recommendations from the event includes regularly planned exercises of oil spill recovery and the implementation of a strict maintenance programme.

SECURITY

At ADOC, the AD Manager is the person in-charge of Security in our Abu Dhabi office. Security of our offshore operational sites fall under the supervision of the Critical Infrastructure and Coastal Protection Authority (CICPA).

All access points to Abu Dhabi office are controlled through the Security System and monitor through CCTV surveillance system.

CICPA Security Implementation Project

In CFP, CICPA has completed the installation of C&C Room and other equipment such as cameras. The remaining works are Full System testing, commissioning and Site Acceptance Test (SAT).

Permanent Security System design for Hail Site Terminal has also been provisionally agreed. The finalisation is subject to ADNOC's requirement for Hail & Ghasha Fields. Temporary Security System is established in HST until the permanent system is commissioned

ASSET INTEGRITY

ADOC is committed to ensure safe and reliable operations through hazard identification and risk management principles. Any identified risk can only be tolerated if it is demonstrated to be ALARP (As Low as Reasonably Practicable), in our safety-critical and safety involved systems.

The ALARP principle is the major foundation of our HSSE Policy ensuring our activities are safety centric, and a principle outlined in ADNOC COPs, UAE legislation and international standards used in the oil and gas industry.

One of the key parameters for achieving our health, safety, environment and business continuity objectives is asset integrity.



Asset integrity relies heavily on the performance of critical equipment and systems. ADOC commenced preparation to follow the requirement of ADNOC Integrity committee.

ADNOC formed an Asset Integrity, Reliability Assurance Task Force and conducted Spot verifications in 2018 and ADOC is a part of the Task Force. ADNOC selected six specific areas of the Spot Verification – pressure vessel, pipeline, Fire and Gas (F&G), Emergency Shutdown (ESD), Well and Lifting Equipment. In 2019, various meetings and site visits were held on the verification of these topics specifically in relation to upstream assets in collaboration with ADNOC. ADOC commenced preparation to follow the requirements of ADNOC Integrity committee recommendations & CoP compliance.



Tariq Al Marzouqi
Supervisor, Offshore
Administration Group,
Offshore Operating Department

I joined ADOC 10 years back and am working as the Security Co-ordinator. In light of global energy security concerns, it is very important to control the platform area and safeguard from any external and internal threats.

The Critical Infrastructure and Coastal Protection Authority (CICPA) is the authority responsible for providing the needed security and safety for all critical infrastructure and establishments spread across Abu Dhabi. It pursues to enhance the security system of the authority with the aim of continuous economic and social prosperity in the emirate.

There is continuous dialogue amongst the ADOC crew and CICPA to address any potential security related issues.

All regulations applicable to remote areas are abided by ADOC. In addition, ADOC's internal safety procedures and programmes are adhered to in ADOC's assets. Information sharing and security controlling is continued at all times.

Mindful of the global security challenges and developments in the present world, the government of UAE has launched many initiatives to safeguard its infrastructure. ADOC security procedures are in line with government's directives and so far, there have been no serious security breaches noted in ADOC's facilities. I feel proud to be a part of the Safety and Security team of ADOC.

Profit

“We cannot expect to rely on market conditions to improve our earnings. Therefore, while obviously maintaining and expanding output volume, we will also need to take other action such as reducing costs and enhancing efficiency.”



ECONOMICS

The Abu Dhabi Economic Vision 2030 identifies the Government's immediate economic priorities and aims to achieve effective economic transformation of the Emirate's economic base and bring about global integration and enduring benefits to all. This was announced by the Government as a long-term plan for the transformation of the emirate's economy. Abu Dhabi has a core commitment to build a sustainable and diversified, high value-added economy by 2030.

In line with this vision, ADOC focuses on optimising production and long-term growth. Positive economic performance has a direct impact on the profitability and reliability of the company and can further improve ADOC's position of that of an oil producer within the UAE. Critical to becoming and maintaining a leading position is the efficient and effective operation of our Finance & Accounts department.

The key roles of the Finance & Accounts (FA) department are the Management accounts and financial accounts, with emphasis on budget preparation, cost controlling, book-keeping, control and management of company's funds and tax declaration. This function also ensures that the company is in financial good standing. In addition, all payments and receipts for the company are processed by this department.

Additionally, in year 2013, we successfully implemented the Oracle ERP (Enterprise Resource Planning) system and, in year 2014, we started utilising the on-line bank payment system, for staff disbursements and almost all other payments. We have continued to utilise and enhance these systems to ensure that we are efficient, transparent and reliable as a company and an employer. In 2016, we introduced the ADOC budget book, enhanced the Petty cash Fund Procedure' and developed the 'Bad debts Write off' procedure. In 2019, no new procedures or policies were formulated in the Finance department. We continued to use the same systems to make progress and increase efficiencies within the department.

To ensure transparency and compliance at ADOC, the FA department is audited by four different teams of auditors:

- I. Independent External auditors (Abu Dhabi Tax Audit);
- II. SPC nominated auditors (Government/SPC Audit);
- III. Japanese Tax auditors (Japanese GAAP and Tax Law Audit); and
- IV. Internal Auditor.

INDIRECT ECONOMIC PERFORMANCE

At ADOC, we presently do not formally measure the indirect economic effect of our activities at local and national level. However, we believe, with our crude oil being exported to Japan, the economic benefits have the potential to reach far beyond the UAE borders. The national and local indirect benefits as we see are shown in the diagram below:

Employability

- Development and creation of jobs within UAE
- High level employment work opportunities for UAE Nationals through Competency Based Training Programme (CBTP)
- Long term job creation, market development and stability creation for ADOC suppliers

Contracting

Creation of contracting service opportunities for projects and on-going operations support

- Simplify the procurement process for local suppliers;
- Increase supplier capability to meet our company standards (develop suppliers' competency through training to uplift skill levels and enhance the knowledge in Environment, Health and Safety); and

- Assist suppliers in their development (e.g., capacity building, technical assistance or technology transfer; supplier network development, diversification).

Our Purchasing & Transport (PT) department is responsible for the procurement of materials, by ensuring high standards are maintained. A list of all registered suppliers is provided to every department at ADOC.

As part of our efforts to ensure suppliers meet our high standards, we carry out routine audits and engage in regular dialogue.

ADNOC has introduced an In-Country Value (ICV) programme for its suppliers. This procurement-led initiative aims to boost ADNOC's ICV contribution by focusing on local supplier selection, development of Emiratis, and the localisation of critical functionalities in the oil and gas industry.

ADNOC's ICV programme is a key enabler of its commitment to drive progress and development in the UAE. From 1 April 2018, all suppliers of goods or services to ADNOC are required to calculate and declare their certified ICV score for the previous financial year, to demonstrate how they are helping to deliver ICV.

ADNOC plans to achieve ICV of 50 percent across its full value chain by 2030, building on the momentum of the success of its ICV programme launched in 2018 to encourage private-sector partnerships, catalyse socio-economic development, improve knowledge-transfer and generate skilled jobs for Emiratis.

At ADOC, we aim to utilise our local pre-qualified business partners and only call upon international vendors in the event that none of our local business partners is available or able to meet our requirements in that instance. In 2019, about 91% of our total spending on procurement was on local vendors. This is a slight decrease (3%) from our local spend last year. We carry out periodic HSEMS and EnMS performance appraisal audit and/ or routine visit for suppliers to assess/ evaluate their HSE and EnMS performance to verify their commitment against ADOC's expectation.

Since 2015, ADOC started registering the vendors those who accept and agree to ADOC's "General Terms and Conditions (GTC) for the supply of goods/ services" – an agreement signed between ADOC and vendors for the procurement of goods/ services. This agreement secures all the legal term issues in line with the procurement requirements by enforcing both parties to commit and abide by the signed agreement.

PROCUREMENT

At ADOC, we engage suppliers as and when required. We have stringent pre-qualification processes in place to ensure all our trade partners meet our quality assurance criteria. We ensure that all our trade partners are registered with us and pre qualified, ensuring a fair and transparent tendering process that meets international standards in line with our Code of Conduct. ADOC reserves the right to suspend business with any trade partner that is found to engage in activities that compromises our integrity, be it related to Human Rights, the environment or a trade partner's business activities.

We welcome business from our local business partners in order to boost the local economy and contribute to the Emirati community. We have undertaken the following measures to help develop the local supply chain:

ADOC'S ALIGNMENT TO SUSTAINABLE DEVELOPMENT GOALS (SDGs)



Rank
Material

Topic

- Equal Opportunity
- Performance Appraisal and Training
- Non-discrimination

Commitments & Key Focus Areas

We are committed to recruiting, retaining and developing diverse talent within the organisation.

We implement strict policies addressing the issues related to discrimination, forced labour, or child labour.

Rank
Very Material

Topic

- Water Consumption
- Biodiversity Impacts
- Spills from Operations

Commitments & Key Focus Areas

Our environmental stewardship is underpinned by precautionary principle.

Rank
Material

Topic

- Waste Management
- Green House Gas Emission
- Protection
- Water Effluents
- Renewable Energy

Rank
Most Material

Topic

- Occupational Health and Safety Management
- Asset Integrity and Process Safety

Commitments & Key Focus Areas

ADOC staff is encouraged to report more safety observations by identifying the workplace hazards (unsafe acts/conditions). All the concerned departments requested to take appropriate corrective actions for the findings from the HSEMS Internal audit 2019 and as well from the ADNOC spot verification for the integrity assurance.

Rank
Very Material

Topic
OHS Training and Education

Commitments & Key Focus Areas

Continue training all employees and contractors on both in-house and external courses.

Rank
Very Material

Topic
Efforts to promote local suppliers

Commitments & Key Focus Areas

In line with ADNOC ICV Programme, at ADOC, we aim to utilise our local pre-qualified business partners and only call upon international vendors in the event that none of our local business partners is available or able to meet our requirements in that instance.

Rank
Material

Topic
Economic Performance

Commitments & Key Focus Areas

In line with Abu Dhabi Economic Vision 2030, ADOC focuses on maximising production and long-term growth.

ABBREVIATION LIST

°C	Degrees Celsius	GA	Neewat Al-Ghalan Oil Field	MMSCFY	Million Standard Cubic Feet per Year
%	Percentage	GAAP	Generally Accepted Accounting Principles	MPA	Marine Protected Area
AD	Administration	GCC	Gulf Cooperation Council	NO_x	Nitrogen Oxides
ADFO	Abu Dhabi Field Office	GCAA	General Civil Aviation Authority	NORM	Naturally Occurring Radioactive Materials
ADNOC	Abu Dhabi National Oil Company	GHG	Green House Gas	N₂O	Nitrous Oxide
ADOC	Abu Dhabi Oil Co., Ltd. (Japan)	GIS	Geographic Information System	OGSS	Oil and Gas Sector Supplement
ADSG	Abu Dhabi Sustainability Group	GJ	Giga Joules	OPCO	Operating Company
ADWEA	Abu Dhabi Water and Electricity Authority	GRI	Global Reporting Initiative	OSRP	Oil Spill Response Plan
AED	United Arab Emirates Dirham	GTC	General Terms and Conditions	PAO	Primary Accountable Organisation
AIMS	Asset Integrity Management System	GWP	Global Warming Potential	PHC	Petroleum Hydro Carbon
ALARP	As Low As Reasonably Practicable	HCFCs	Hydro Chloro Fluoro Carbons	PL	Planning & External Relations
AR	Umm Al-Anbar Oil Field	HCT	Higher College of Technology	PT	Purchasing & Transport
ARST	AR Site Terminal	HDA	Heli Deck Assistant	SDGs	Sustainable Development Goals
ATHS	Applied Technology High School	HFC	Hydro Fluoro Carbons	SE	Health, Safety & Environment
AU	Auditing	HLO	Helicopter Landing Officer	SGIP	Sour Gas Injection Project
BCM	Business Continuity Management	HR	Human Resources and Development	SIMOPS	Simultaneous Operations
BeAAT	Central Environment Protection Facility	H2S	Hydrogen Sulphide	SMS	Security Management System
CBTP	Competency Based Training Programme	HSE	Health Safety & Environment	SO_x	Sulphur Oxides
CCR	Central Control Room	HSEIA	Health Safety & Environmental Impact Assessment	SOLAS	Safety of Life at Sea
CFP	Central Facilities Platform	HSEMS	Health Safety & Environment Management System	SOW	Scope of Work
CH₄	Methane	HSSE	Health Safety Security & Environment	SPC	Supreme Petroleum Council
CICPA	Critical Infrastructure & Coastal Protection Authority	ICV	In Country Value	SPM	Single Point Mooring
CMT	Crisis Management Team	IEA	International Energy Agency	STP	Sewage Treatment Plant
COP	Codes Of Practice	IOGP	International Association of Oil and Gas Producers	TRI	Total Reportable Injury
CO₂	Carbon dioxide	IPCC	International Panel on Climate Change	UAE	United Arab Emirates
CWM	Centre for Waste Management	ISO	International Organisation for Standardisation	UN	United Nations
DGA	Di Glycol Amine	JLTP	Japanese Language Teaching Programme	UNESCO	United Nations Educational, Scientific and Cultural Organization
EASI DOC	Environment, Asset Integrity, Safety & Security Intranet Document Management System	KPI	Key Performance Indicator	VOC	Volatile Organic Compounds
ERP	Emergency Response Plan	LSRs	Life Saving Rules		
ERP	Enterprise Resource Planning	LTI	Lost Time Injury		
ESD	Emergency Shut Down	LTIF	Lost Time Injury Frequency		
ESP	Electrical Submersible Pump	m³	Cubic meter		
FA	Finance & Accounting	MEA	Mono Ethanol Amine		
		MMSCFD	Million Standard Cubic Feet per Day		

GRI INDEX

GRI Standard	Disclosure	Information/ Page number	Omission
GRI General Disclosures			
GRI 102: General Disclosures 2016	102-1 Name of the organisation	Page 7	
	102-2 Activities, brands, products and services	Page 7-11	
	102-3 Location of Headquarters	Page 7	
	102-4 Location of Operations	Page 7-11	
	102-5 Ownership and legal form	Abu Dhabi Oil Co., Ltd. (Japan) is 100% Japanese operating Oil Development Company.	
	102-6 Markets served	Report covers only those activities which occur in the UAE.	
	102-7 Scale of the Organisation	Pages 7-11, 15, 17	The Net revenues figure has not been disclosed since it is considered confidential by ADOC.
	102-8 Information on employees and other workers	Page 17 156 male and 20 female employees. 12 nos. – Executive & Senior Management, 115 Middle Management, and 49 staff. Direct Hire - 176 Employees seconded in the Company - 02	
	102-9 Supply Chain	Pages 10-11	
	102-10 Significant changes to the organisation and its supply chain	Page 9, No changes in the Supply Chain	
	102-11 Precautionary Principle or approach	Pages 40 - 43	
	102-12 External Initiatives	Page 45	
	102-13 Membership of Associations	Page 14	
	102-14 Statement from senior decision maker	Page 3	
	102-16 Values, principles, standards, and norms of behaviour	Pages 21	
	102-18 Governance Structure	Page 13	
	102-40 List of Stakeholder Groups	Page 14	
	102-41 Collective bargaining agreements	Employee associations, such as unions and collective bargaining are not permitted in the UAE under the federal law.	
	102-42 Identifying and selecting stakeholders	Page 13	
	102-43 Approach to stakeholder engagement	Page 13	
102-44 Key topics and concerns raised	Not Applicable		
102-45 Entities included in consolidated financial statements	All UAE entities included in consolidated financial statements.		

GRI Standard	Disclosure	Information/ Page number	Omission
	102-46 Defining report content and topic boundaries	Pages 4-5	
	102-47 List of Material topics	Page 5	
	102-48 Restatements of information	None	
	102-49 Changes in reporting	Page 4-5	
	102-51 Date of most recent report	December 2019	
	102-52 Reporting cycle	Annual	
	102-53 Contact point for questions regarding the report	Page 5	
	102-54 Claims of Reporting in accordance with the GRI Standards	In accordance with "GRI Standards: Core Option"	
	102-55 GRI Content Index	Pages 54 – the end	
	102-56 External Assurance	This report has not undergone an external assurance process.	
Material Topics			
Non-compliance with regulations	103-1 Explanation of the material topics and its boundaries	Pages 4, 5	
	103-2 The management approach and its components	Pages 13,14,21,22,30,39,47	
	103- 3 Evaluation of the Management Approach	Pages 13,14,21,22,30,39,47	
	Disclosure 307-1 Non-compliance with environmental laws and regulations	Page 15	
Asset Integrity and Process Safety	103-1 Explanation of the material topics and its boundaries	Pages 4, 5, 49	
	103-2 The management approach and its components	Pages 49	
	103- 3 Evaluation of the Management Approach	Pages 49	
	Asset Integrity, Reliability Assurance Task Force updates	Pages 49	
Occupational Health and Safety Management	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 40-48	
	103- 3 Evaluation of the Management Approach	Pages 40-48	
	403-1 Occupational health and safety management system	Pages 40-48	

GRI Standard	Disclosure	Information/ Page number	Omission
Water Consumption	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 26-27	
	103- 3 Evaluation of the Management Approach	Pages 26-27	
	303-5 Water consumption	ADOC withdraws 48,716 m3 of municipal water and 1,601,347 m3 of seawater. Of the municipal water withdrawn, 46,280m3 ends up as wastewater and 2,436 m3 is consumed internally. Of the seawater withdrawn, 1,346,215m3 ends up as wastewater and 255,132 m3 is consumed internally. Therefore, total quantity consumed is 257, 568 m3.	
Efforts to promote local suppliers	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 50-52	
	103- 3 Evaluation of the Management Approach	Pages 50-52	
	204-1 Proportion of spending on local suppliers	Pages 50-52	
Biodiversity Impacts	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 26-27	
	103- 3 Evaluation of the Management Approach	Pages 32-38	
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Mubarraz Island is located in the Marawah Marine Protected Area, which is home to important marine and coastal ecosystems including sea grass meadows, coral reefs and mangroves.	
Spills from Operations	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 26-27, 31	
	103- 3 Evaluation of the Management Approach	Pages 31	
	306-3 Significant spills	None	
OHS Training and Education	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 40-48	
	103- 3 Evaluation of the Management Approach	Pages 45-47	
	Disclosure 403-5 Worker training on occupational health and safety	Pages 45-47	

GRI Standard	Disclosure	Information/ Page number	Omission
Waste Management	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 26-27, 30	
	103- 3 Evaluation of the Management Approach	Page 30	
	Disclosure 306-2 Waste by type and disposal method	Page 30 All hazardous and non-hazardous wastes are sent to BeAAT by ADOC. No reuse/ recycling/ composting/ recovery/ deep well injection, etc. undertaken by ADOC within its premises. Incineration ash is also disposed to BeAAT. Wastes are removed using CWM- approved Environmental Service Provider	
GHG Emissions	103-1 Explanation of the material topics and its boundaries	Pages 6,7	
	103-2 The management approach and its components	Pages 28-30, 32	
	103- 3 Evaluation of the Management Approach	Page 32	
	305-1 Direct (Scope 1) GHG emissions	Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent. – 288,608 All Gases (CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆) included in the calculation. No Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent. Since ADOC's 5-year trend is shown, base year of 2015 is selected for reporting. There have been no recalculations of base year emissions. The source of Global Warming Potential Values is Greenhouse Gas Protocol, adapted from the IPCC Fifth Assessment Report, 2014. Consolidation approach for emissions undertaken for financial as well as operational control. The values were computed by converting to tonnes of CO ₂ equivalent values based on the 'Methods for Estimating Atmospheric Emissions from E&P Operations – Report No. 2.59197, September 1994, E&P Forum).	

GRI Standard	Disclosure	Information/ Page number	Omission
Water Effluents	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Page 26-27	
	103- 3 Evaluation of the Management Approach	Page 31	
	306-1 Water discharge by quality and destination	Page 31 Water discharges are calculated based on water meter readings. 1,255,329 m3 is recorded to be discharged to the sea. 90,886 m3 is noted to be reused/ recycled. 46,280 m3 is discharged to the sewerage network.	
Energy Consumption	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 26-29	
	103- 3 Evaluation of the Management Approach	Page 28-29	
	302-1 Energy Consumption within the Organisation	Page 28 No electricity/ heating/ cooling/ steam sold by ADOC. • Electricity Used: 187,380,624 kWh • Diesel Fuel: 77,032 litres • Gasoline: 46,799 litres • Jet Fuel: 43,158.45 Imperial Gallon • Diesel Oil: 2,141,283.02 Imperial Gallon • Fuel Consumed in MUB & CFP for the operation: 2,026 GJ Source and conversion factors used are as per ADNOC CoPVI-15.	
Diversity and Equal Opportunity	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Page 16-20	
	103- 3 Evaluation of the Management Approach	Page 16-20	
	405-2 Ratio of basic salary and remuneration of women to men	There are no women team members within the Executive and Senior Management Team of ADOC. 100% of the women staff in middle management team as well as other staff (professional, operational and administrative) receive remuneration as same as that of men of the same level.	

GRI Standard	Disclosure	Information/ Page number	Omission
Human Rights Education and Training	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Page 23	
	103- 3 Evaluation of the Management Approach	Pages 23	
	Disclosure 412-1 Operations that have been subject to human rights reviews or impact assessments	All operations have undergone human rights reviews or human rights impact assessments in 2019.	
Non-discrimination of Employees	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 17-25	
	103- 3 Evaluation of the Management Approach	Pages 17-25	
	Disclosure 406-1 Incidents of discrimination and corrective actions taken	No significant incidents of discrimination (alleged and subsequently found to be of substance with disciplinary action necessary) were reported to ADOC in 2019	
Economic Performance	103-1 Explanation of the material topics and its boundaries	Pages 4,5	
	103-2 The management approach and its components	Pages 50-52	
	103- 3 Evaluation of the Management Approach	Pages 50-52	
	Disclosure 201-1 Direct economic value generated and distributed	As a privately held company, we do not disclose this information.	ADOC is a privately held company. We extract oil and transfer the same to two of our parent companies Cosmo Energy Exploration & Production Co., Ltd. & JX Nippon Oil & Gas Exploration Corporation. Our financial information is reported in sustainability reports of our parent companies. We also work for ADNOC, as an independent operator and our financial information is reported in ADNOC's sustainability report too. We therefore consider this information proprietary and do not wish to report financial figures of ADOC separately as a single entity.
	Disclosure 201-4 Financial assistance received from government	ADOC does not receive any financial assistance	