

# SNOC SUSTAINABILITY REPORT

2024



مؤسسة نفط  
الشارقة الوطنية  
SNOC

[www.snoc.ae](http://www.snoc.ae)



# CONTENTS

## LEADERSHIP MESSAGES

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## SUSTAINABILITY HIGHLIGHTS

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## ABOUT THIS REPORT

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### ABOUT SNOC

- 12 Who We Are
- 16 Strategic Approach
- 17 Our Approach to Sustainability
- 18 National and Global Alignment: Our Big Picture Thinking
- 22 How Do We Engage with Our Stakeholders?
- 24 Materiality Assessment: The Core of Our ESG Strategy

### CARING FOR OUR PEOPLE

- 30 Occupational Health and Safety (OHS): Ensuring Workplace Well-Being
- 38 Employment Practices: Strategies for a Fair and Productive Workplace
- 43 Championing Equal Opportunity in the Workplace
- 48 Green Logistics: Building a Sustainable Supply Chain
- 52 Supporting and Engaging with Local Communities

### OUR EFFECTIVE GOVERNANCE

- 56 Our Framework for Ethical and Sustainable Operations
- 64 Minimizing Risks and Maximizing Asset Integrity
- 68 Navigating Business Ethics and Competition
- 69 Upholding Integrity: Our Zero-Tolerance Approach to Anticorruption
- 70 Driving Sustainable Growth and Prosperity

### PRESERVING OUR ENVIRONMENT

- 76 Understanding and Managing Emissions
- 81 Climate Adaptation, Resilience, and Transition
- 84 Responsible Water Stewardship
- 87 Reducing Waste for a Sustainable Future
- 91 Fostering Biodiversity
- 94 Product Design and Lifecycle Management

### OUR LOOK AHEAD

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### APPENDICES

# PRESIDENT'S MESSAGE



SHEIKH SULTAN BIN AHMED  
AL QASIMI

## WE ARE POWERING TOMORROW'S LEGACY, TODAY

At SNOC, we recognize that our responsibility extends beyond energy production to safeguarding the environment for future generations. It is through these initiatives that we aim to preserve our environment. As the UAE continues to take bold steps in addressing climate change, communicated through its visions and ambitions, we continue to play an integral role in minimizing our greenhouse gas emissions in alignment with national and global efforts. Inspired by the vision of the late Sheikh Zayed bin Sultan Al Nahyan, whose leadership laid the foundation for environmental stewardship and social responsibility, we aim to help shape a sustainable future for Sharjah, the UAE, and beyond.

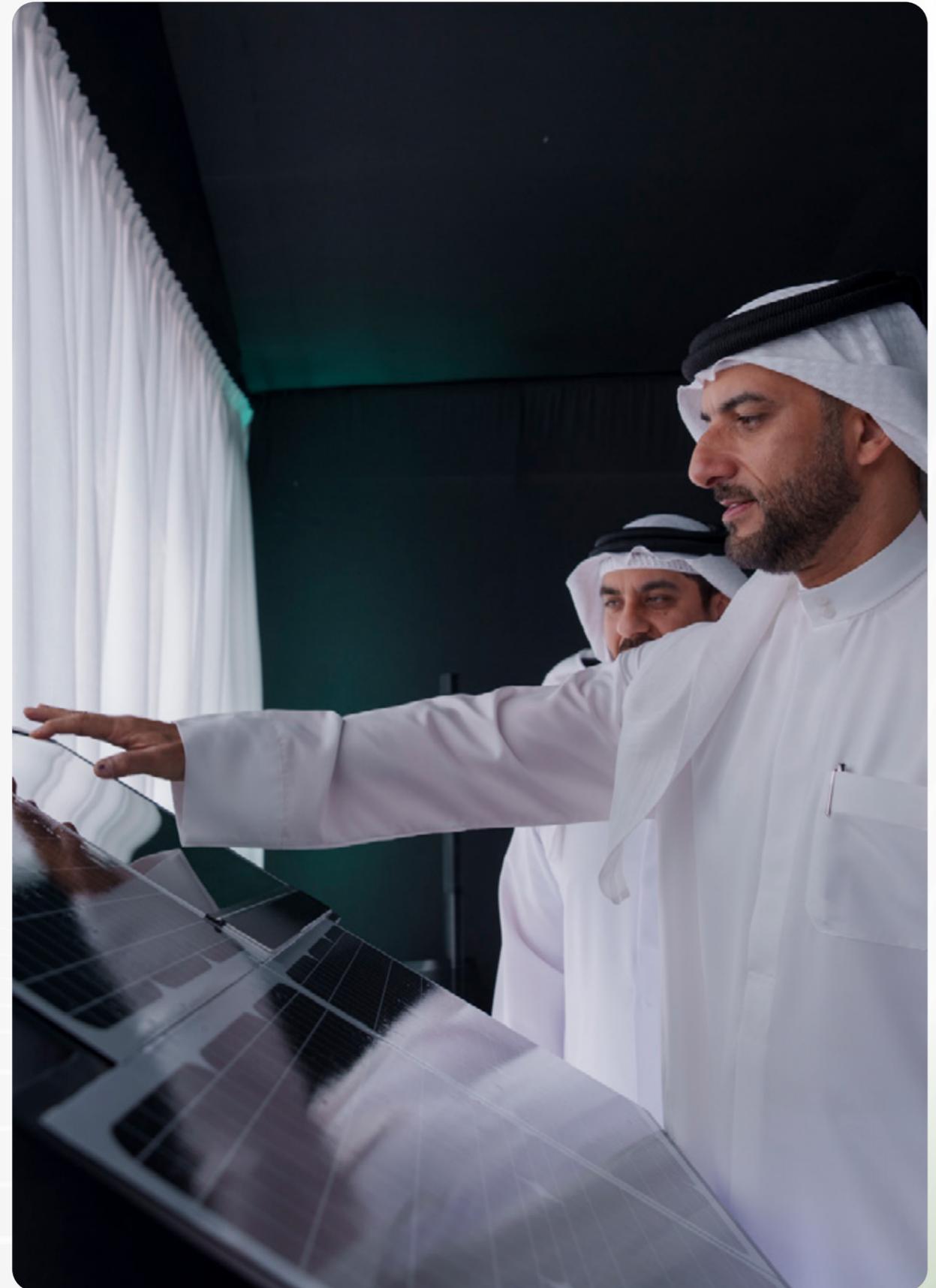
As we present SNOC's first Sustainability Report, we reaffirm our commitment to responsible energy production. This report reflects our progress, our ongoing efforts,

and our alignment with the UAE's Net-Zero by 2050 strategic initiative. By recognizing the transformation of the energy sector, we are proactively integrating sustainability into our daily operations.

As we embed environmental, social and governance (ESG) principles into our business model, we continue to drive initiatives that balance energy security with environmental responsibility, in support of the UAE's climate ambitions. We are prioritizing our environment and our people while supporting the economic strength of Sharjah and the UAE.

I extend my appreciation to our teams and stakeholders who have contributed to this journey. Together, we will face upcoming challenges and strive for a sustainable and prosperous future, creating value for our stakeholders and our society.

Thank you for your continued support and confidence in our vision.



# CEO MESSAGE



Khamis Al Mazrouei

## STRIVING FOR SUSTAINABILITY AND ENERGY SECURITY

As we step into 2025, sustainability remains at the forefront of everything we do. It is with great pleasure I present to you Sharjah National Oil Corporation's first Sustainability Report, which outlines ongoing efforts to implement environmental, social, and governance practices with the aim of contributing to a sustainable and secure energy future.

A critical step in this journey is our commitment to achieving Net-Zero emissions. We are taking a balanced approach, optimizing our hydrocarbon operations while expanding into cleaner energy solutions. In this, we can ensure that energy security, affordability, and sustainability work in harmony.

We are integrating renewable energy at the Sajaa Plant to achieve a 50% reduction in carbon emissions. A major milestone in this effort is our partnership with Emerge (a Masdar and EDF JV) to transition the plant to 100% solar energy,

powered by a new 60MW solar facility. The solar plant will fulfill our current power needs, and enable a power trade with Sharjah Electricity, Water and Gas Authority (SEWA), ensuring uninterrupted electricity while promoting a greener future.

Safety remains our top priority. Our Health, Safety, and Environment (HSE) team ensures that each operation is conducted to high standards, safeguarding both our people and the environment. Through continuous risk monitoring and proactive measures, we remain focused on achieving zero incidents and align our environmental goals with best practices and local regulations.

We are equally committed to nurturing talent and innovation. We focus on empowering our employees through career growth opportunities such as training, rewards, and recognition thereby aiming to build a workforce culture that is as resilient and forward-thinking as our vision.

As we look to the future, we believe sustainability is a collective effort, and we are raising awareness on critical topics such as Net-Zero emissions and climate action. Our aim is not only to lead by example but to make a positive impact across our industry.

Governance is key to our success. At SNOC, we uphold accountability, transparency, and ethics while integrating ESG principles into every decision. Our commitment to transparent reporting, especially on greenhouse gas emissions, reinforces trust and drives long-term value.

I extend my gratitude to our employees, partners, and stakeholders for their dedication and commitment. Together, we will continue to build a more secure, sustainable, and prosperous energy future—for today, and for generations to come.



“

**Our aim is not only to lead by example but to make a positive impact across our industry.**

# SUSTAINABILITY HIGHLIGHTS

## 1 ENVIRONMENT

Committed to our Net-Zero journey



Partnered with Emerge to transition the plant to **100%** solar energy



Conducted a Carbon Capture and Storage (CC&S) hub feasibility study



Obtained

**ISO 14001**  
Certification



Regularly conducts assurance of annual GHG reports



Committed to decrease water usage by **25%** by 2030



Committed to reduce waste sent to landfill by



**50%** by 2030

## 2 SOCIAL

Maintained zero fatality rate from 2021 to 2024



Achieved **100%** completion of employee performance reviews



Launched the National Development Program (NDP) in 2018



Recorded **81%** of local procurement



Recorded **1,485,000** AED of community investment expenditure



## 3 GOVERNANCE

Committed to a zero-tolerance policy to anticorruption through the SNOC Code



Conducted **ISO 31000** aligned training programs for risk management



Maintains compliance in alignment with the National Standard for Business Continuity Management System –



**NCEMA 7000:2021** requirements

Proactively updates risk records using risk registers and DNV Synergi Life



## ABOUT THIS REPORT

We are pleased to present SNOC's inaugural Sustainability Report, an embodiment of our dedication to responsible stewardship and transparency. This report captures our efforts and advancement towards sustainability while also celebrating our past milestones and highlighting our ambitions for a sustainable future.

This report is prepared in reference with the Global Reporting Initiative (GRI) Standards 2021, offering a universal framework for organizations to disclose their economic, environmental, and societal impacts.

### Scope and Boundaries

This report contains data for the full year 2024 (January 1 – December 31). Where applicable, data and initiatives from previous years have also been included to illustrate trends and progress over time. We have strategically identified the most critical sustainability issues for our business and stakeholders reflected in this report.

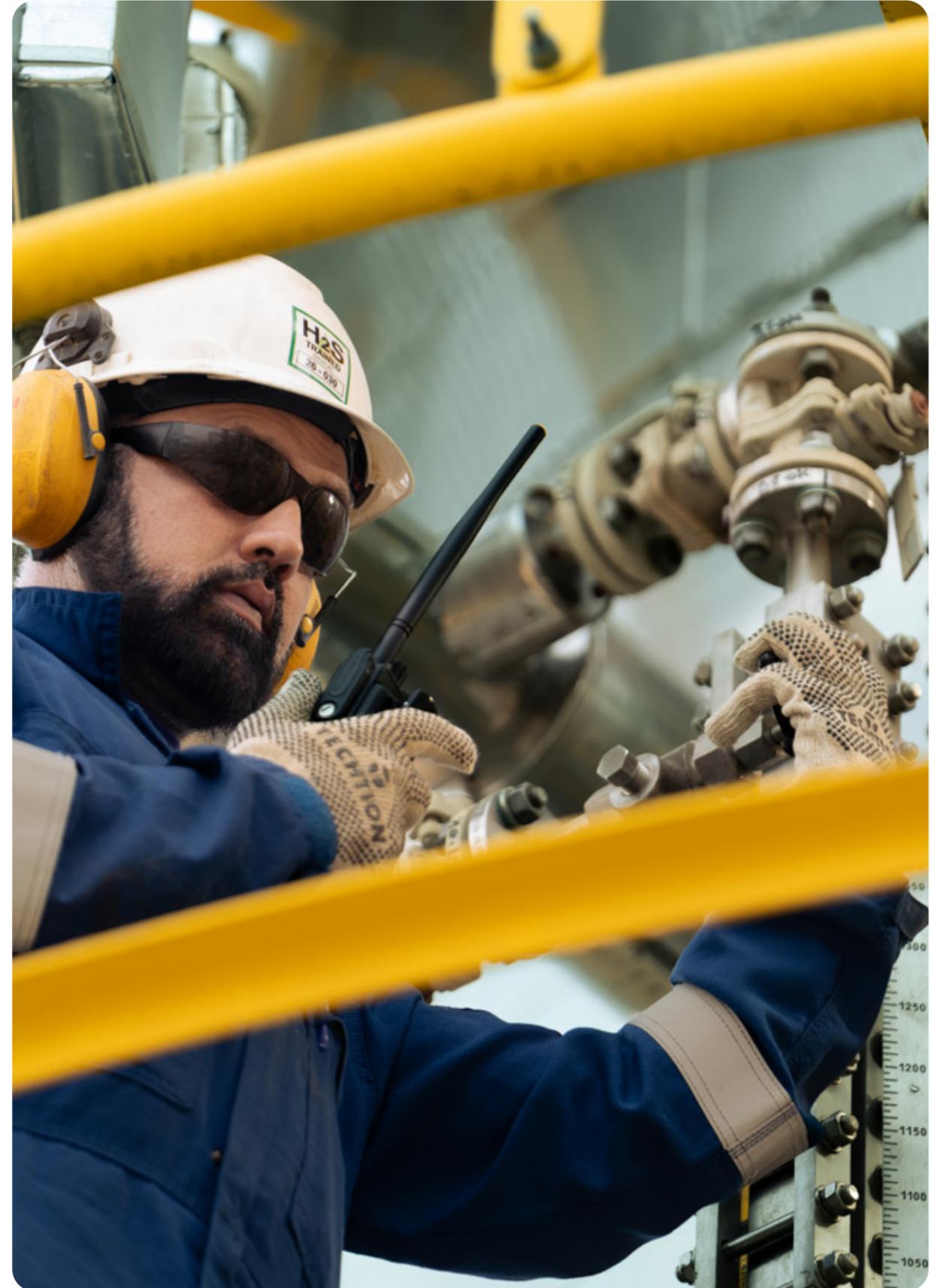
### A Note of Caution

This report contains certain projections about the future, known as "forward-looking statements," which relate to the business strategies and goals of SNOC. These statements can be recognized by words such as "targets," "aims," "plans," "beliefs," and similar phrases that suggest future intentions, events, or outcomes.

It is important to approach these forward-looking statements with caution because they are subject to risks and uncertainties beyond our control that could cause the actual occurrences, results, or consequences to be markedly different from those suggested or implied. Within this document, the word 'material' refers to matters that SNOC considers to be of considerable or moderate importance in relation to the interest of stakeholders and the potential impact on the business.

### Our Assurance

All data in this report reflects the most current internally validated figures, except where explicitly cited otherwise. The data may include rounded totals for ease of presentation. Our internal reporting mechanisms collect and verify the data presented in this report, with each dataset undergoing validation by the reporting entities and experts in the relevant fields.



## WHO WE ARE



### Our Story

As Sharjah National Oil Corporation (SNOC), we strive to lead in energy resilience and innovation. Wholly owned by the government and operating with autonomy, we have been the custodian of Sharjah's oil and gas legacy since October 2010. Our establishment traces back to the Sharjah's first gas discovery of the Sajaa Asset, a milestone that marked the beginning of our role in shaping the region's energy landscape.

### Our Business

Sharjah National Oil Corporation (SNOC) is government-owned and the oil and gas industry executive arm of the Emirate, under the auspices of the Petroleum Department of Sharjah.

Established in October 2010, SNOC owns and manages Sharjah concession oil and gas assets and is the main supplier of gas in Sharjah.

We manage a diversified energy portfolio, covering natural gas, condensate and LPG, and includes five gas fields, a 700 MMscfd capacity gas processing complex in Sajaa Area, an LPG blending plant, LPG and condensate storage and export terminals at Hamriyah, a single buoy mooring, underground gas storage facilities, and a vast network of pipelines that converge with almost all the gas pipelines operating in Sharjah.

In addition to our exploration activities in collaboration with international petroleum entities, we have completed a strategic underground gas storage project to ensure a consistent and reliable energy supply.

We have also declared our Net-Zero ambitions in line with the UAE Net-Zero by 2050 strategic initiative.

Our strategic focus centers on the imperative to implement and adopt sustainable solutions for environmental

preservation, from minimizing carbon emissions to reducing impacts on marine ecosystems.

In the domain of Corporate Social Responsibility (CSR), we are committed to enhancing the communities within which we operate through a diverse array of initiatives. Annually, SNOC allocates resources to engage with and contribute to local organizations, aligned with our strategic interests, particularly in fields of education, research, healthcare and social well-being. This includes support for humanitarian services, charities and universities.

Looking ahead, SNOC remains dedicated to delivering reliable energy solutions, driving innovation, and developing our workforce, guided by our core values of trust, integrity, and transparency to support the prosperity of Sharjah and its community.



### OUR VISION

"To be the reliable energy provider and value creator for Sharjah with a focus to achieve Net-Zero".



### OUR MISSION

"To safely and sustainably develop a diversified energy portfolio that creates value for Sharjah, our people, and our community".

# THE STORY SO FAR

SNOC's story of ambition, innovation, and groundbreaking milestones that have shaped its present and future.

1978

**The Foundation Stone**  
The signing of the Petroleum Concession Agreement lays the foundation for Sharjah's future in energy exploration and production.

1980

**The First Spark**  
The completion of the Sajaa 1 exploration well at a depth of 16,656 feet reveals the untapped potential of Sharjah's natural resources.

1981

**Discovering New Energy Resources**  
The drilling of the Moveyeid 1 exploration well to a depth of 14,445 feet further demonstrates Sharjah's dedication to uncovering energy resources.

1984

**Launching a New Entity**  
The establishment of SHALCO signifies a new phase of liquefied petroleum gas production

1983

**Fueling Progress**  
The commencement of gas deliveries to Emarat marks a new chapter in Sharjah's role as an energy provider.

1982

**The Dawn of Production**  
The inauguration of the Sajaa Plant marks the beginning of natural gas production in Sharjah.

1986

**Liquid Gold**  
The LPG Plant at Sajaa starts operations, and Sharjah exports its first LPG cargo, marking its debut on the global energy stage.

1992

**Expanding Horizons**  
The Kahaif field development project begins, marking an era of growth and infrastructure enhancement in Sharjah's energy industry.

1994

**A Milestone Achievement**  
The commencement of production from the Kahaif field represents Sharjah's expanding capabilities in the energy sector.

2020

**A Historic Find**  
Sharjah makes a historic gas discovery of the Mahani Field after 37 years, a landmark event that underscores the region's persistent spirit of exploration.

2024

**SNOC's Fifth Gas Field**  
Hedebah - is discovered.

2025

**Solar PV Plant**  
Inauguration of Sharjah's first utility-scale solar photovoltaic (PV) plant: "Sana", and one of the world's first large-scale oil & gas plants powered by on-site solar.

2018

**A Promising Alliance**  
SNOC signs an Exploration Concession with Eni (the state-owned Italian energy company), setting the stage for new exploratory ventures and the anticipation of future discoveries.

2017

**A Blend of Success**  
SNOC commissions the LPG Blending and Loading Project in Sharjah, enhancing its energy portfolio and market presence.

2015

**Taking the Helm**  
SNOC assumes operational control of the Sajaa Assets, marking a significant move towards self-reliance and operational excellence.

2003

**Innovative Techniques**  
The adoption of under balanced tubing drilling showcases Sharjah's commitment to leveraging advanced technologies in its energy extraction processes.

2010

**A New Chapter**  
The Sharjah National Oil Corporation (SNOC) is established, strategically positioning itself to guide the region's energy future.

2011

**Boosting Efficiency**  
The Full Field Compression project is implemented, optimizing the output and performance of Sharjah's energy assets.

# STRATEGIC APPROACH

By recognizing the potential in both the external marketplace and internal capabilities, SNOC has outlined five strategic goals to steer the corporation towards its envisioned future. These goals serve as a guidance, providing direction while acknowledging the boundaries within which the company must navigate, and they outline the corporation's trajectory for growth and operational planning.

Key Themes	SNOC's Overarching Strategic Goals
<b>1 Create Diversified and Balanced Portfolio</b>	Develop a diversified, economically attractive portfolio of activity, balancing existing and new business areas a. Protect the base - i.e., current business and its extensions (gas supply to SEWA, LPG, condensate) b. New energies growth - H2, CCUS, renewables c. Other potential sources of revenue
<b>2 Meet Sharjah Energy Demand</b>	Meet the energy demand needs of Sharjah in a reliable manner a. Fundamental role of SNOC - core business b. Covers both existing and future business
<b>3 Target International Expansion</b>	Develop a range of varied energy sources in Sharjah and beyond a. Covers production from existing assets and new exploration/development in Sharjah b. Includes international E&P c. Would cover extension into energy - not just hydrocarbons
<b>4 Create Value and QoL for Sharjah</b>	Create value and improve the quality of life of all SNOC stakeholders (employees; citizens; industry; economy) a. Creating healthy work culture and delivering on responsibility towards SNOC employees b. Covers SNOC's broader role of Sharjah value creation
<b>5 Consider Future Generations</b>	Do this for future generations in a safe and sustainable manner a. Sustainability is ultimately future looking; safety is one component of this b. Covers Net-Zero and reducing carbon footprint (with CC&S as part of diversification)

## Our Approach to Sustainability

Our commitment goes beyond business objectives to adopt sustainable solutions that help preserve Sharjah's environment. Experts within our corporation handle important Environmental, Social, and Governance (ESG) themes. With the ongoing expansion of SNOC's operations, we pledge to uphold exemplary corporate governance standards. We ensure safety remains our foremost concern, while protecting the environment and well-being of local communities.

Our Sustainability team drives our ESG strategies, ensuring that every decision aligns with our sustainability objectives, ultimately towards a greener future. We are determined to achieve full ESG alignment in our operations. Progress on ESG goals is reviewed quarterly by the executive-level managers, who oversee, maintain focus, and drive progress.

Safety will always be our top priority. Our operations are regularly checked and evaluated by external authorities based on existing laws and Health, Safety, and Environmental Impact Assessment (HSEIA) protocols. Our Health, Safety, and Environment (HSE) department ensures the safety of our employees and minimizes environmental risks (please refer to page 30 for further details). We regularly monitor and assess our operations to ensure compliance and exceed industry standards.

We believe in the importance of contributing to the social and economic well-being of the communities where we operate. Our annual allocation of funds benefitting local organizations, is a testament to this belief. We are proud to support initiatives in education, research, healthcare, and social welfare, and our contributions extend to humanitarian efforts, charities, and academic institutions.



## National and Global Alignment: Our Big Picture Thinking

### National Level

We view our alignment with national visions as a commitment to being part

of the national narrative that shapes a sustainable future for SNOC and the UAE. As we navigate the path to sustainability, innovation, and value creation, we contribute by taking steps towards achieving UAE's vision of a Net-Zero future.



On October 4, 2023, SNOC, in partnership with Emerge (a joint venture between EDF Group and Masdar), signed an agreement to develop Sharjah's largest solar power station. The plant, with a planned capacity of 60 megawatts, is set to be operational by the end of Q2 2025. This project marks a milestone for SNOC towards achieving its decarbonization and Net-Zero targets. It also supports the UAE's Net-Zero by 2050 initiative.

The solar energy project will be implemented at SNOC's Sajaa Gas Complex site. It will generate the necessary electrical power for SNOC's operations, with surplus energy being exported during the day to Sharjah Electricity, Water and Gas Authority (SEWA). In turn, SEWA will supply electricity to SNOC's operations during the night, ensuring a sustainable and reliable energy cycle.



## Global Level

SNOC is dedicated to ensuring that its business operations are in line with the UN Sustainable Development Goals (SDGs) and adhere to the principles set forth by the United Nations Global Compact (UNGC). The corporation is seeking to enhance partnerships with various

stakeholders to build unified actions aligned with the SDGs. Furthermore, SNOC is performing ongoing assessments and delivering transparent reports to keep track of its progress and to refine its sustainability efforts as it moves forward.





# MATERIALITY ASSESSMENT: THE CORE OF OUR ESG STRATEGY

We have conducted our first materiality assessment, which lays the essential groundwork for the corporation's sustainability strategy and objectives. Through this assessment, we have identified a series of ESG priorities that

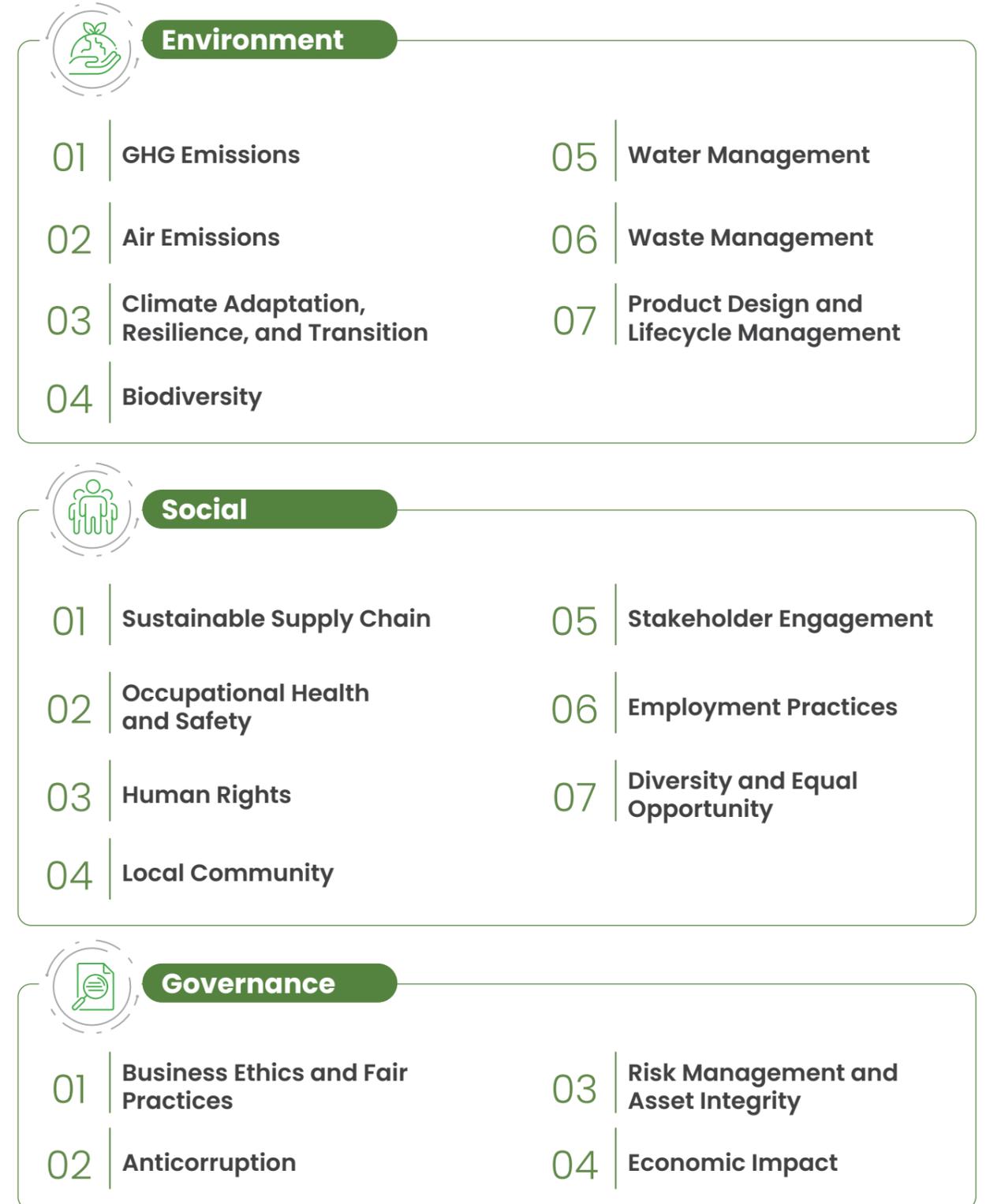
are crucial to the company's operational framework. This evaluation provides insights into stakeholder expectations and apprehensions regarding SNOC's impact on the economy, the environment, and the community.

## Materiality Assessment Process



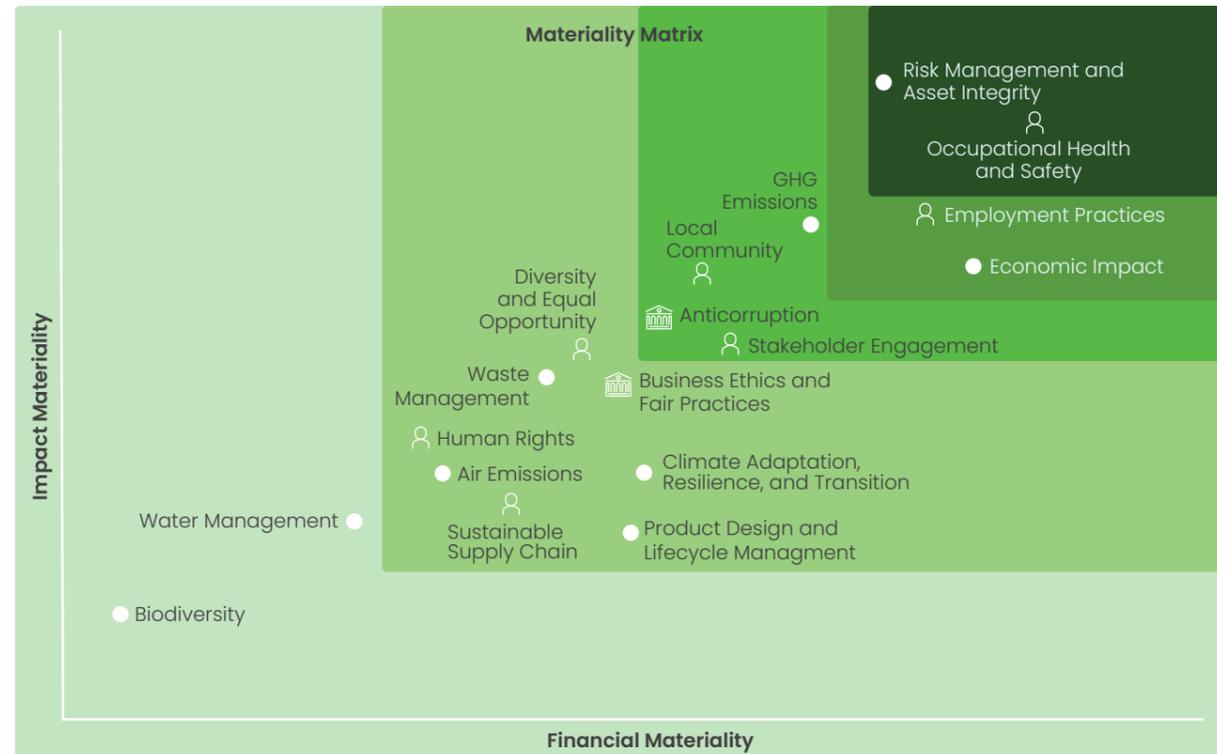
## Identified Material Topics

We identified 18 relevant topics based on a thorough analysis of international sustainability frameworks and standards, as well as a benchmarking exercise against industry peers.



## ESG Materiality Matrix

To assess the significance of these topics, SNOC conducted an internal stakeholder workshop, integrating the workshop findings with insights from stakeholders to ensure relevance. The results were categorized into five levels of importance.



Legend: ● Environment    👤 Social    🏢 Governance

Rank	Material Topic	Rank	Material Topic
1	Occupational Health and Safety	9	Business Ethics and Fair Practices
2	Risk Management and Asset Integrity	10	Diversity and Equal Opportunity
3	Employment Practices	11	Waste Management
4	Economic Impact	12	Climate Adaptation, Resilience, and Transition
5	GHG Emissions	13	Product Design and Lifecycle Management
6	Local Community	14	Human Rights
7	Stakeholder Engagement	15	Air Emissions
8	Anticorruption	16	Sustainable Supply Chain
		17	Water Management
		18	Biodiversity

● Critical    ● High    ● Moderate    ● Low    ● Minimal

## Materiality Assessment Highlights

**1** Impact Materiality Perspective: Focus on understanding the broader implications of our operations.

### Top five topics



**2** Financial Materiality Perspective: Emphasize the financial implications of our practices.

### Top five topics



## CARING FOR OUR PEOPLE



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Occupational Health and Safety (OHS): Ensuring Workplace Well-Being

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Employment practices: Strategies for a Fair and Productive Workplace

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Championing Equal Opportunity in the Workplace

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Green Logistics: Building a Sustainable Supply Chain

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Supporting and Engaging with Local Communities

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# OCCUPATIONAL HEALTH AND SAFETY (OHS): ENSURING WORKPLACE WELL-BEING



A safe and healthy workplace is fundamental to protect our workforce. As SNOC we are dedicated to integrating our Occupational Health and Safety (OHS) system into our broader sustainability strategy. This is to ensure our commitment to employee welfare and social responsibility underpins every aspect of our operations.

We prioritize risk mitigation, well-being, and operational safety, ensuring alignment with industry best practices and regulations.

## Key Aspects of OHS at SNOC:

### Proactive Risk Management

We focus on identifying and managing potential hazards prior to critical situations, through regular risk assessments and hazard-specific trainings. Our safety management system includes:

- Emergency response planning
- Monitoring environmental, safety, and pollution indicators
- Regular safety audits and checks



## 2 Employee Safety Training and Awareness

Each and every employee undergoes comprehensive safety training to secure they are well equipped for hazardous situations. At SNOC, we foster a continuous learning culture that drives improvements in safety response and technical safety expertise.

Our OHS system aligns with legal requirements and established risk management standards, addressing emergency response, exposure control, noise management, and hazardous materials handling. It applies to SNOC's employees and contractors, ensuring that every individual and activity is protected under our system.

## OHS Management at SNOC

At SNOC, we aim for a zero-harm workplace safeguarding people, the environment, and our assets, by embedding safety in every aspect of our operations. Our OHS management system is designed to minimize risks and promote employee health. It is supported by policies including Health and Safety, Environmental, and broader HSE guidelines, which are the foundation of our sustainability strategy.

We maintain transparency and continuous improvement through monthly HSE meetings and communications, sharing insights and performance metrics.

### Implementing OHS

The implementation of an OHS management system within our corporation is a comprehensive effort to safeguard the well-being of our workforce. OHS system includes:

### Medical Emergency Response

Detailed procedures for managing medical emergencies on-site.

### Thermal Stress Management

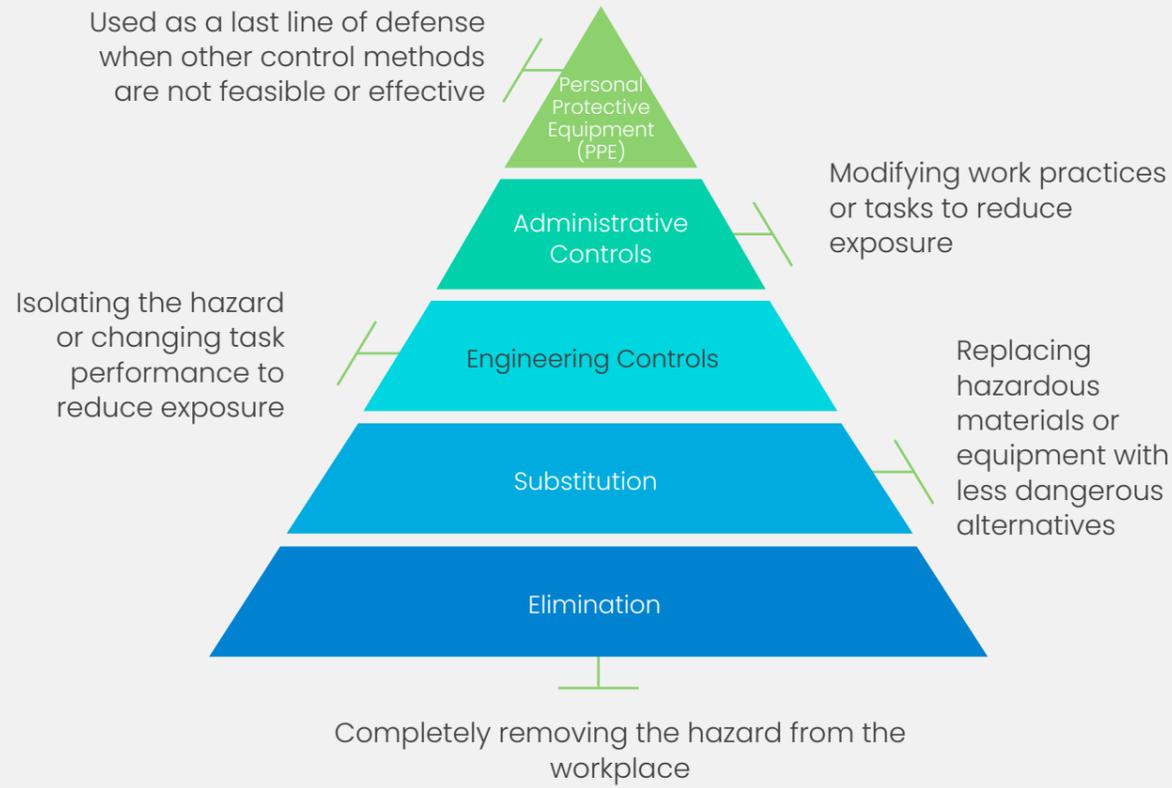
Protocols for managing heat stress, essential in high-temperature environments.



## Hazard Identification and Risk Assessment

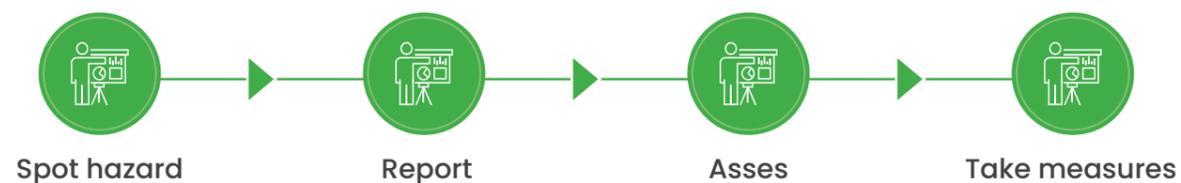
SNOC maintains a safe and healthy work environment through systematic hazard identification and risk assessment across all operations. Applying the hierarchy of controls, we

mitigate risks effectively. The integrity of this process is guaranteed by trained specialists ensuring continuous improvement of our OHS management system.



## Employee Role in Hazard Reporting

SNOC encourages employees to report any hazards immediately, ensuring a swift risk assessment and the implementation of control measures.



**Spot a hazard?**  
Report it immediately to the right people. Your safety is our priority.

**Assess and act:** Every reported hazard triggers a thorough risk assessment. We've got a permit system in place to ensure the right controls are operating.

**Speak up without worry:** You're protected from any reprisal when you report hazards.

## Successful Implementation of eSafe System

The eSafe system is an online Health, Safety, Security, and Environment (HSSE) platform, designed to enable SNOC employees to report and log safety-related observations such as hazards, safety rules violations, positive feedback, risks, and suggestions. It categorizes these observations under relevant types (e.g., electrical or chemical hazards) and ensures effective tracking and resolution. The system supports different user roles: normal users can create observation cards and assign actions; responsible persons can take action and close cards; and administrators can manage both the cards and system settings. eSafe enhances safety communication, promotes accountability, and supports a proactive safety culture within SNOC.

## Fit for Duty

We require that all workers meet physical and mental fitness standards for their tasks. Health insurance benefits and wellness programs are also available for all employees.

To detect potential health issues early we offer the following checkups:



Blood pressure



Blood glucose



BMI checks

## Learning from Incidents

Our commitment to continuous improvement is reflected in how we handle incidents. Every report undergoes a root cause analysis to implement corrective actions, minimizing the chances of recurrence.

To equip our workers with knowledge to stay safe, we conduct educational sessions on

- Heat stress
- Benzene
- Naturally occurring radioactive materials (NORM)
- Hydrogen sulfide exposure

## Occupational Health Services, Quality Assurance, and Access

We ensure the quality of our health services by adhering to standardized procedures, providing training and monitoring to our health personnel. Also, we are updating our protocols to align with the latest best practices and regulations. To make these services accessible, we've integrated them into our operations and informed employees on how to utilize them.

Our corporation actively involves workers in shaping and refining our occupational health and safety management systems. Employees contribute by adhering to safety measures, using recommended PPE, and engaging in health initiatives like heat stress management and exposure monitoring. Additionally, joint management-worker health and safety committees play a pivotal role in preventing occupational injuries and diseases, enhancing safety practices, and holding regular discussions to inform policy and procedural updates.

We also prioritize overall worker health by providing comprehensive health insurance and voluntary health promotion programs. Notable initiatives include:

- **Dubai fitness challenge of 10 Million Steps in 30 days:** with 98% completion with 9,817,095 total steps.
- **Medical checkups:** Vitamin D and Vitamin B12 tests, blood pressure, blood sugar, and blood cholesterol.

### Occupational Health and Safety Training

SNOC provides various occupational health and safety training programs for workers, including:

- First aid training conducted by a certified trainer, following international guidelines to ensure employees are equipped to handle medical emergencies.
- Hydrogen sulfide training with certification provided specifically for employees working in the oil and gas industry to address the risks associated with hydrogen sulfide exposure.
- Hazard awareness training for workers assigned specific tasks, which includes information on various hazards and control measures related to:
  - NORM
  - Benzene exposure
  - Hydrogen sulfide exposure

## Approach to Preventing or Mitigating Occupational Health and Safety Impacts

Our approach to preventing negative occupational health and safety impacts linked to our operations, products, or services involves the following elements of the General Health, Safety, and Environmental Rules (GHSER) program:

### Hazard Identification and Risk Assessment:

- Systematic identification and assessment of hazards and risks in business relationships.
- Evaluation of potential impacts on workers' health and safety from operations, products, or services.
- Use of systems and assessments such as Control of Work (COW), Office for Health Improvement and Disparities (OHID), Control of Substances Hazardous to Health (COSHH), and exposure assessments.

### Worker Training and Education:

- Adequate training for workers, including those in the supply chain, to recognize and manage health and safety hazards.
- Training aimed at preventing accidents and fostering a safety culture.
- Mandatory training for potential exposures related to job tasks.

### Incident Investigation and Reporting:

- Established procedures for the investigation and reporting of incidents.
- Analysis of root causes to prevent recurrence of incidents.
- Major accidents reviewed by an investigation panel, with actions and lessons documented.

### Engagement and Consultation:

- Involvement of workers and stakeholders in developing and implementing health and safety policies.
- Collaborative approach to ensure practical and effective policies.
- Engagement through HSE monthly meetings, performance reviews, and rewards.

### Monitoring and Evaluation:

- Regular monitoring and evaluation of health and safety measures' effectiveness.
- Tracking of performance indicators and adjustments to improve safety outcomes.

### Supplier and Contractor Management:

- Health and safety expectations extended to suppliers and contractors.
- Business partners required to adhere to similar health and safety standards and practices.
- Setting and reviewing performance targets.

### Work-Related Injuries and Ill Health

We take pride in our proactive approach to occupational health and safety. Through detailed risk assessments and regular site inspections, we have identified and managed work-related hazards preventing any severe injuries or illnesses.

Our dedication to the hierarchy of controls ensures that risks are minimized and eliminated. We have maintained consistent health and safety standards



since 2020. The few incidents reported, such as hand injuries, were promptly addressed. Our intensive procedures for hazard and incident management guarantee thorough reporting and effective resolution, reflecting our dedication to a safe work environment for all.

Our safety record from 2020 - 2024 was as follows:

- Zero fatality rate from 2020 to 2024.
- Zero recordable injuries from 2021 until 2024 with 1 injury recorded in 2020.
- Zero cases of work-related ill health or fatalities reported.

Workspaces controlled by SNOC have maintained strong health and safety performance:

- Zero fatality rate from 2020 to 2024.
- 3 recordable minor injuries in 2024.
- Zero cases of work-related ill health or fatalities reported.

Total Working Hours	2020	2021	2022	2023	2024
SNOC employees	1,512,976	853,792	1,652,210	1,167,682	1,148,320
External workers under SNOC	330,481	112,229	116,917	88,300	309,050



### HSE EXPO

SNOC launched its inaugural HSE Expo, marking Sharjah's premier gathering dedicated to the discussion, dissemination, and enhancement of HSE best practices. The expo provided a dynamic forum for global HSE professionals to converge, share insights, and collaborate. The focus of the event

was to inspire entities throughout the UAE to adopt advanced safety measures and foster a culture of safety and health at work.

The 2024 edition of the conference affirmed SNOC's ongoing yearly pledge to host the event and extend invitations to an increasing number of participants in the years ahead.



# EMPLOYMENT PRACTICES: STRATEGIES FOR A FAIR AND PRODUCTIVE WORKPLACE

As SNOC, we aim to create valuable experiences for our employees, by providing opportunities to grow and thrive with us. As this sector's requirements evolve, we equip our employees with training and development programs - ensuring they are prepared for emerging challenges while driving continuous improvement in our business practices.

Our employment strategy is anchored on fair treatment, transparent labor relations, and proactive engagement. We provide a one month notice for any operational changes to ensure stability and trust. Looking ahead, we will periodically review and refine our programs to meet evolving employee needs and sustain our reputation as an employer of choice.

“ We are building a skilled, engaged, and future-ready workforce ”

## Recruitment

- Rigorous, fair selection process using third-party headhunting and psychometric assessments.
- Emiratization via UAE Development Program.
- Commitment to diversity, equity, and inclusion.

## Development

- National Development Program (NDP), A well-defined career growth pathway for fresh Emirati graduates.
- Personalized Development Plans (PDP), Mentorship & Leadership training for employees with high potential.
- Continuous learning through technical and soft-skills programs.

## Compliance and Engagement

- Strict adherence to UAE labor laws.
- Transparent labor relations with HRMS and time-tracking systems.
- Open communication and feedback-driven employee engagement.

## Retention and competitiveness

- Industry-benchmarked compensation and benefits for fairness and transparency.
- Career growth pathways to attract and retain top talent.
- Structured incentives and recognition programs.

## Performance

- Objective, data-driven performance evaluations.
- Alignment of employee goals with business objectives for high performance.
- Culture of accountability, feedback and career progression.

## Employee Benefits

- Life insurance
- Parental leave
- Compassionate leave
- Educational assistance
- Schooling allowance
- Educational leave
- End-of-service benefits

Employee	Unit	2020	2021	2022	2023
Who took parental leave	Female	1	1	1	1
	Male	5	3	3	6
Who returned to work after parental leave	Female	1	1	1	1
	Male	5	3	3	6
Still employed 12 months after return	Female	1	1	1	1
	Male	5	3	3	5
Returned to work and retention rate	%	100%	100%	100%	85.71%

## Employee Training and Education

At SNOC, we aim to create valuable experiences for our employees, by providing opportunities to grow and thrive with us. As the requirements needed for this sector evolve, we prepare our employees with training and development programs to enhance their skills.

One of our key training programs is the National Development Program (NDP), which targets fresh Emirati graduates to hone their talents and skills based on the job requirements.

These new talents are immersed in intensive on-the-job training for several months, granting them valuable firsthand experience and equipping them with the knowledge to excel in their daily tasks. The program includes a series of NDPs, from NDP1 through NDP4, each designed to address different stages of employee growth and transition. This initiative supports national talent and aligns with

SNOC's mission of building a skilled and diverse workforce.

**NDP1:** potential candidates complete an online training. Successful candidates are onboarded as permanent SNOC employees.

**NDP2-NDP4:** employees received tailored training, with each tiered program focusing on the specific needs of its participants.

We have also implemented personalized development programs (PDP), offering one-on-one coaching and other specialized tools to employees who show exceptional potential, thereby fostering their career progression. Additionally, SNOC provides transition assistance programs to support employees in managing career changes, whether due to retirement or employment termination, ensuring they have the resources and support to navigate these transitions successfully.

## Training Hours

The following table presents the average hours of training received by our employees, categorized by gender and employee category. This data reflects equal learning opportunities for employees at all levels, fostering

leadership growth, technical expertise, and career advancement. As SNOC, we continue to promote **fair and inclusive access to training**, supporting both male and female employees in their professional development.

Average Training Hours	2020	2021	2022	2023	2024
Female	19	13	7	17	20
Male	11	17	16	17	20
<b>Employee Categories</b>					
Senior Management	12	5	70	42	50
Middle Management	15	16	18	11	15
Staff	12	15	12	16	19



## Employee Evaluation

We promote our employees' career development through an unbiased approach to regular performance appraisals and career progression opportunities. Our approach ensures that every individual, regardless of gender or role, receives equal opportunities for professional growth.

These performance evaluations create open dialogue, which is essential for enhancing job satisfaction and employee engagement. By encouraging our team members to set and pursue their personal and professional goals, we create a positive environment that contributes to higher retention rates.

Looking ahead, we will focus on refining job descriptions, enhancing performance measurement processes, and optimizing our organizational structure. These efforts

aim to increase internal transparency and facilitate necessary adaptations to HR policies in alignment with the corporation's long-term strategy.

**All employees, across every category, have consistently received regular performance and career development reviews.**



## CHAMPIONING EQUAL OPPORTUNITY IN THE WORKPLACE

At SNOC, we recognize that diversity is a catalyst for innovation and success. By embracing different perspectives, cultural backgrounds, and talents, we create an inclusive environment where every employee is valued, respected, and empowered. In line with our approach to

diversity, we are aligned with UAE Federal Law No. 2 of 2015, which firmly opposes discrimination in any form. HR will also conduct a study to benchmark diversity strategies in leading global organizations to adopt best practices for implementing SNOC's workforce diversity strategy.

Nationalities	2020	2021	2022	2023	2024
Total Countries of Origin	21	21	22	24	24

### Our priorities include:

- Steady progress towards gender balance, increasing the number of female employees.
- Age diversity of young talent and experienced professionals, ensuring organizational continuity and adaptability.
- A focus on Emiratization and diversity. SNOC has 24 nationalities represented, bringing unique insights and expertise.

### Female Representation at SNOC

We prioritize gender diversity and equality at SNOC. Over the past five years, the number of female employees has steadily increased from 26 in 2020 to 42 in 2024, showcasing a 61% increase. This growth reflects our ongoing efforts to create an equitable workplace.

Employees	2020	2021	2022	2023	2024
<b>Number</b>					
Male	118	123	131	136	146
Female	26	24	35	38	42
<b>Total</b>	<b>144</b>	<b>147</b>	<b>166</b>	<b>174</b>	<b>188</b>
<b>Percentage (%)</b>					
Male	82%	84%	79%	78%	78%
Female	18%	16%	21%	22%	22%

The male workforce has also seen an upward trajectory, growing from 118 in 2020 to 146 in 2024. Overall, the total employee count has increased from 144 to 188 during the same period, signifying organizational growth and expansion.

## A Balanced Workforce

The youth category (ages 18–30) has experienced remarkable growth, increasing from 13 in 2020 to an impressive 36 in 2024—a 176% rise in representation—underscoring our commitment to attracting new talent. The 31–40 age group has remained stable with a slight increase, while the 41–50 and 51–60 categories have also expanded, ensuring the corporation continues to benefit from senior expertise. Representation of employees over 60 has remained steady, reflecting our deep appreciation for the contributions of our seasoned workforce.

In a strategic shift towards stability, SNOC has significantly increased full-time contracts by over 100%, emphasizing a commitment to building a dedicated workforce. Part-time contracts remain minimal, reinforcing this focus.

Trainee numbers have fluctuated, peaking in 2023 before decreasing in 2024, indicating SNOC’s investment in internal talent development and its adaptive approach to training needs. These trends reflect SNOC’s strategic vision for a robust and dynamic workforce.



Age Group	2020	2021	2022	2023	2024
<b>Number</b>					
18–30 years	13	22	32	30	36
31–40 years	47	43	45	50	51
41–50 years	35	33	39	43	50
51–60 years	34	33	34	31	32
60+ years	15	16	16	20	19
<b>Percentage (%)</b>					
18–30 years	9%	16%	20%	17%	19%
31–40 years	33%	29%	27%	29%	27%
41–50 years	24%	22%	23%	25%	27%
51–60 years	24%	22%	20%	18%	17%
60+ years	10%	11%	10%	11%	10%

### Employee Turnover and New Hires

Employee Turnover	2020	2021	2022	2023	2024
Female	0	1	1	0	1
Male	1	4	1	4	8
<b>New hires</b>					
Female	7	7	11	7	19
Male	3	1	10	5	4

Employment Contract Type	2020	2021	2022	2023	2024
<b>Number</b>					
Full-Time Contract Employees	52	53	63	73	106
Part-Time Contract Employees	0	1	3	3	2
Trainee Employees	6	31	32	38	23

## Emiratization

We strongly support Emiratization to advance national talents. The corporation has made significant strides in integrating Emirati nationals into its operations, aligning with the UAE vision to enhance the skilled workforce and the employment rate.

From 2020 to 2024, the number of national employees at SNOC increased from 38 to 72, reflecting a commitment to empowering nationals. The percentage of national employees rose from 26% in 2020 to 38% in 2024, demonstrating a deliberate effort to incorporate more Emirati talent. Additionally, the inclusion

of Emirati women in the workforce more than doubled highlighting progress towards gender equality and SNOC's commitment to providing opportunities for women.

Overall, SNOC's workforce strategy effectively balances global diversity with local empowerment, fostering an environment that values both international expertise and national talent. This approach positions SNOC to drive innovation and achieve excellence in its field while contributing to the nation's vision of workforce development.



Emiratization	2020	2021	2022	2023	2024
Total Number of National Employees	38	46	57	63	72
Number of Employed Emirati Women	6	6	15	17	20
Percentage of National Employees	26%	32%	34%	36%	38%

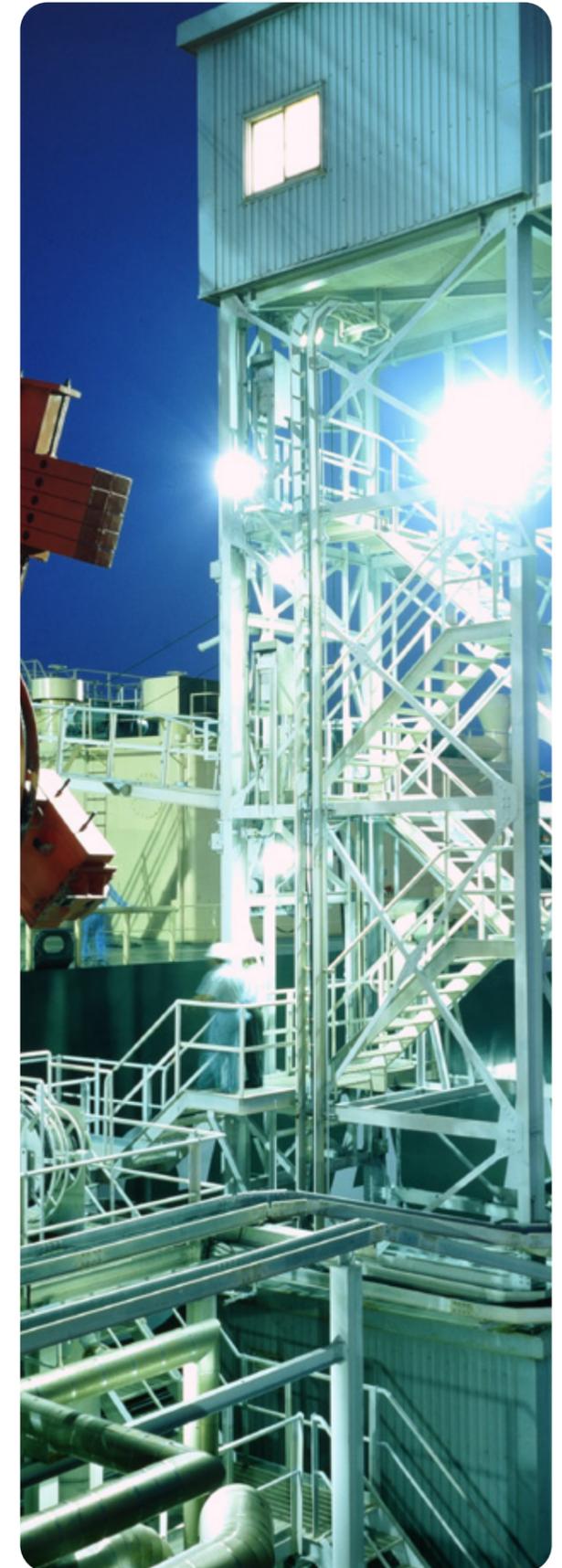
## Commitment to Non-Discrimination

Our support for anti-discrimination rules is embedded in our corporate ethos and is reflected in our stringent adherence to a code of conduct that aligns with our company values and policies. We believe that an inclusive work environment is essential for the well-being of our employees and the success of our business.

At the core of our corporation is a commitment to upholding dignity and respect for all individuals. More than a policy, we view human rights in the workplace as a fundamental principle that informs our operations and protects interactions.

In alignment with the UAE's Federal Labor Law, we implement proactive measures to prevent any incidents that could compromise human rights. Our policies explicitly prohibit exploitation and human rights violations. This is to guarantee a safe and respectful environment for our employees.

Our dedication to governance, transparency, and ethical standards reflects our intention to make positive contributions to society. Through our inclusive workplace, we strive to create a supportive work environment where every employee can thrive.



# GREEN LOGISTICS: BUILDING A SUSTAINABLE SUPPLY CHAIN

## Management Approach to Sustainability

For SNOC, a sustainable supply chain is critical to our business strategy, as it reflects our commitment to environmental stewardship and responsible corporate conduct. We have initiated a management approach to embed sustainability at the heart of our procurement and supply chain processes.



### Vision-Setting and Policy Integration

SNOC champions sustainable practices through a clear vision. While specific instructions and KPIs for departments are still being developed, our Procurement and Supply Chain Management (PSCM) policy has been updated to incorporate sustainable practices and green procurement.



### Performance and Supplier Engagement

Our PSCM team established individual KPIs that reflect our sustainability commitments. We are curating a list of preferred suppliers based on their adherence to sustainability practices, recognizing and rewarding those who demonstrate a commitment to sustainability.



### Cultural Shift and Resource Allocation

We encourage all PSCM staff to engage in sustainability initiatives, fostering a culture of responsibility. Team members are the driving force behind implementing these practices within SNOC.



### Supplier Assessment and Transparency

We have established a mechanism to evaluate suppliers on their sustainability practices, aiding in the selection of preferred suppliers and enhancing the sustainability and transparency of our supply chain.



### Challenges and Adaptation

While we have faced minimal challenges, primarily in staff training and managing change, we are actively addressing these areas to ensure a smooth transition and full integration of sustainable practices.



## Top Activities Initiated or Completed:

### 1. Electronic Bidding:

- Automated the manual bidding process to enhance transparency and reduce paperwork.
- Transitioned to an end-to-end electronic bidding process, eliminating all paperwork.
- Previously, the PSCM department was a top consumer of paper; the process is now entirely paper-free.

### Achievements and Impacts:

- The procurement process is now system-controlled, allowing suppliers to submit bids through their own portal.
- Improved transparency and a paper-free process have generated significant value for the local community and the environment.

### 2. Digital Transformation

#### Collaboration:

- Collaborating with IT to implement electronic signatures on documents.
- Objective to digitalize contract signing to eliminate paper usage.

#### Accountability:

- Environmental e-safes are now part of our KPIs. These e-safes serve as digital repositories for tracking and managing our environmental initiatives, ensuring that we are accountable for our sustainability goals.
- A green procurement log has been instituted for buyers. This log represents a strategic approach to sourcing goods and services, by ensuring transparency and accountability in our procurement processes.

### 3. Supplier Sustainability Questionnaire:

- Established a questionnaire to rank suppliers based on sustainability scores.
- Implementation planned for 2025, with a focus on using high-scoring suppliers as preferred options.



It was not the achievement of a single individual, but rather a collaborative effort where each team member played a vital role in reaching this milestone.

**Executive Director**  
Business Support

## Timeline and Future Projects

- The electronic bidding initiative was fully implemented between 2023 and 2024, while the digital transformation project is ongoing.
- The sustainability screening for suppliers is slated for rollout in 2025, with all initiatives resulting from in-house collaborations with the IT department.
- Scheduled projects for 2025 include updating the PSCM Manual to incorporate the E-Bidding process and progressing towards a comprehensive supplier sustainability assessment and ranking.

### Budget Allocation

Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally).



- SNOG defines 'local' as suppliers whose registered entities are in the UAE.
- "Significant locations of operations" are defined as all SNOG operations taking place in Sharjah and its surrounding areas in the Northern Emirates.



# OUR EFFECTIVE GOVERNANCE



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Our Framework for Ethical and Sustainable Operations

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Minimizing Risks and Maximizing Asset Integrity

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Navigating Business Ethics and Competition

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Upholding Integrity: Our Zero-Tolerance Approach to Anticorruption

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Driving Sustainable Growth and Prosperity

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# OUR FRAMEWORK FOR ETHICAL AND SUSTAINABLE OPERATIONS

## Commitments, Goals, and Targets

At SNOC, our President holds the responsibility for integrity management and assurance, while striving for excellence in this crucial area. Our commitments are the foundation upon which we build our reputation for reliability and safety. They guide our efforts to uphold and continuously improve our asset integrity management.

### SNOC is dedicated to:



#### Minimize Asset Integrity Risk:

Our goal is to eliminate all incidents within SNOC, and we are steadfast in our efforts to minimize asset integrity risks.



#### Promoting a Strong Leadership Culture:

Leadership is key to fostering an environment where asset integrity is prioritized, and we are committed to promoting a culture that embodies this principle.



#### Empowering Employees:

Encouraging team members to internalize our asset integrity commitments and taking responsibility for the protection of our assets is a basis of our strategy.



#### Understanding and Managing Risks:

We identify the sources of integrity risks and manage them effectively through informed decision-making and proactive risk management.



#### Applying Standards and Mitigating Risks:

We maintain and apply appropriate standards to our operations, and we are diligent in mitigating risks to our assets.



#### Transparent Reporting:

We believe in transparency and are committed to openly reporting on the SNOC's integrity assurance performance to all stakeholders.

### To fulfill these commitments, SNOC is taking action by:

- Implementing a systematic approach
- Measuring and reporting performance
- Reviewing systems and objectives
- Providing competent resources
- Managing critical systems
- Maintaining safe work systems
- Controlling change management
- Engaging stakeholders

SNOC has also formed a multidisciplinary team tasked with developing compliance

actions that align with the National Standard for Business Continuity Management System – NCEMA 7000:2021 requirements. The central aim of the Business Continuity Committee is to establish a continuous management framework for SNOC. This framework will include evaluations of business risks related to potential disruptions, execution of contingency plans, and strategies to maintain business continuity. The ultimate objective is to strengthen SNOC's ability to withstand and adapt to potential adversities.

## Programs

- ▶ Asset integrity management audit: This audit is performed by an independent third party to assess the effectiveness of asset integrity elements and ensures their integration with process safety management systems.
- ▶ Integrity management risk-based programs: These programs are dedicated to verifying and maintaining the assets' fitness for service.
- ▶ Hazard and Operability Study (HAZOP) revalidation studies: These studies are conducted every five years to confirm ongoing safety and integrity of all operational facilities at SNOC.
- ▶ Robust management of change process: This process is meticulously designed to manage changes safely and systematically.
- ▶ Enterprise asset risk management system: This system encompasses integrity risks and provides a comprehensive review, addressing the overall corporate risk profile.

Through these dedicated efforts, SNOC showcases a strong commitment to asset integrity, demonstrating our unwavering pledge to operational excellence, safety, and environmental stewardship.

## Organizational Structure

In this chapter of our Sustainability Report, we unveil the reevaluation of SNOC's organizational structure — a key element in our commitment to governance excellence. Our approach involves a collaborative analysis of workforce, functions, and workflows, ensuring our structure aligns with business needs and supports growth. Stakeholder

engagement, managerial input, and top management approval all come together in an updated organizational chart that defines our hierarchy and guides our teams. Here, we explore the strategic processes and meetings that keep SNOC adaptive, transparent, and focused on our collective mission.



Each year, SNOC conducts a comprehensive analysis of workforce needs, business functions, workflows, and organizational structure to support operational growth. This process involves engaging stakeholders, particularly managers, through effective communication methods such as meetings and emails to justify necessary changes.

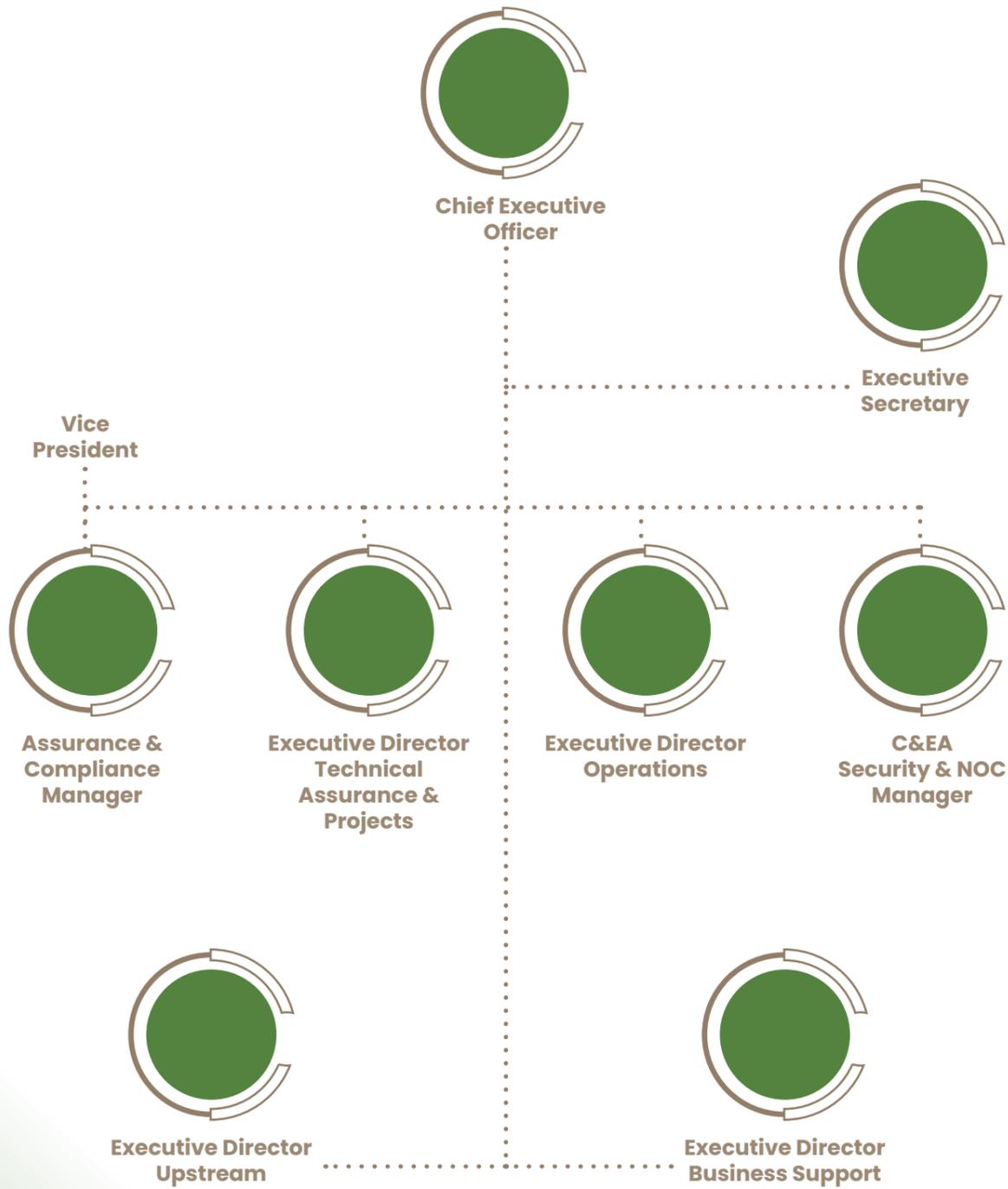
Once top management approves the proposed updates, the revised organizational chart is shared with all employees. This chart outlines the hierarchy, which includes the leadership team, the extended leadership team, and various departments, each reflecting the functional span of control.



The leadership team, chaired by the CEO, consists of key organizational stakeholders and meets weekly to discuss strategies, business updates, projects, and compliance risks. In addition, the extended leadership team, made up of department heads, convenes monthly to review operational and business developments through update reports.

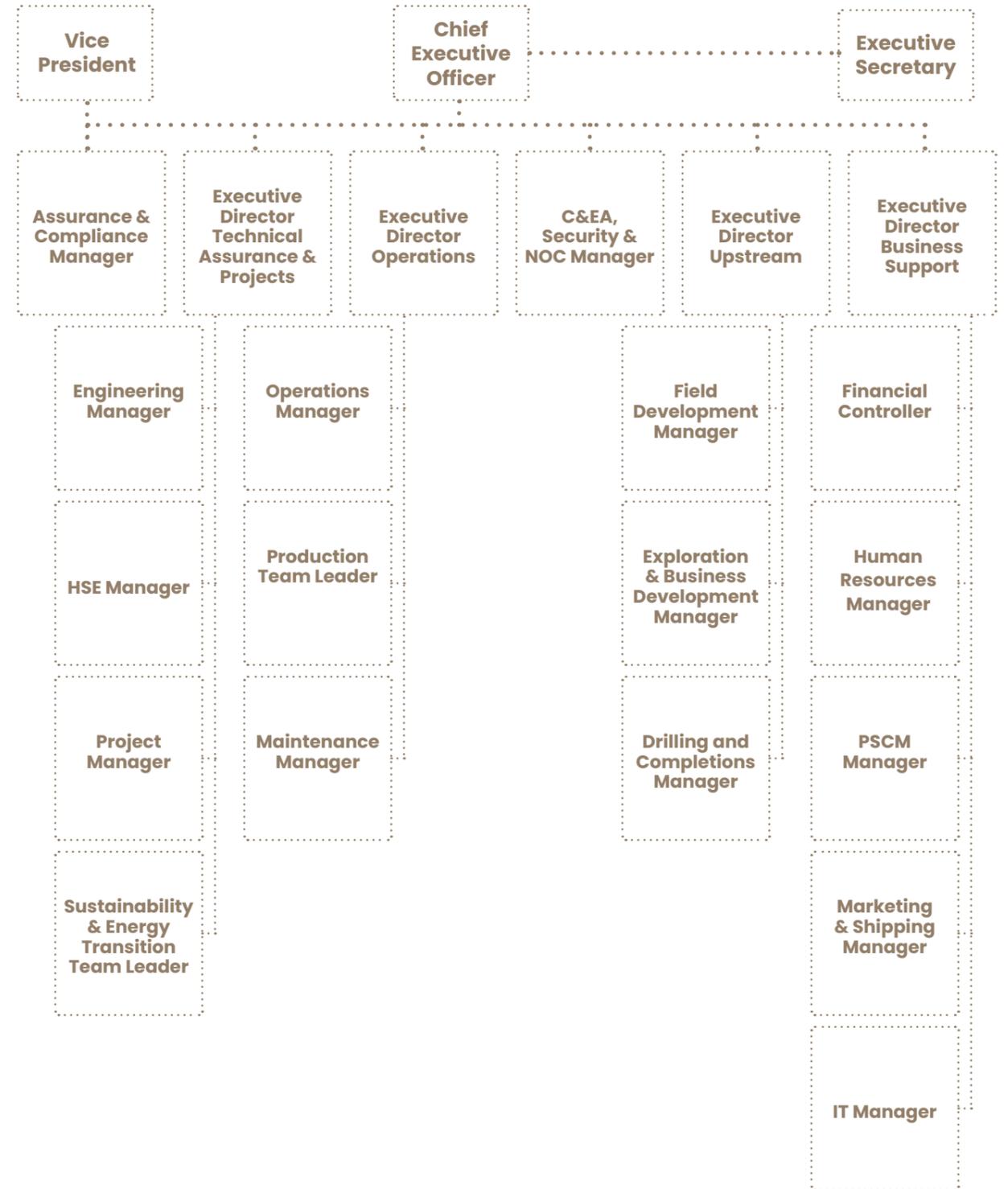
# LEADERSHIP TEAM

## SNOC Management



# EXTENDED LEADERSHIP TEAM

## SNOC Management



## Values

SNOC's core values are central to its operations, emphasizing ethical conduct, talent empowerment, innovation, and environmental stewardship. These values manifest in a commitment to health, safety, trust, integrity, transparency, and accountability. We nurture our workforce,

prioritize talent development, and foster a culture of responsibility, creativity, and efficiency. Collaboration and teamwork are key, with a strong focus on minimizing the carbon footprint to benefit the environment, community, and ensure sustainability.

## Policies

SNOC's commitment to nurturing stakeholder relationships is embodied in our extensive array of policies and procedures, developed to foster effective engagement and transparent communication.



**Communication Policy:** Prioritizes two-way dialogue and outlines structured crisis management for preparedness and swift response.



**Stakeholder Involvement:** Central to our values, we include stakeholders in assessments for invaluable insights.



**Grievance Mechanism Policy:** Ensures accountability with confidential channels for stakeholders to raise concerns without fear of retaliation.



**Community Engagement:** Empowers local voices, supports participatory decision-making, and collaborates with NGOs and governments.



**Diversity and Inclusion Policy:** Promotes a diverse environment, cultural sensitivity, and zero tolerance for discrimination.



**Data Privacy and Confidentiality Policy:** Protects stakeholder information with strict data integrity and security measures.



**Monitoring and Evaluation Policy:** Uses key performance indicators (KPIs) and feedback to improve the effectiveness of stakeholder engagement.



**Code of Conduct:** Sets ethical interaction standards, backed by internal policies on finance and procurement.

Through these comprehensive initiatives, SNOC is dedicated to cultivating trust, fostering collaborative partnerships, and guaranteeing that the voices of our stakeholders resonate throughout our journey towards sustainable development.



# MINIMIZING RISKS AND MAXIMIZING ASSET INTEGRITY



## Risk Management System

SNOC has established a robust risk management system, which is a cornerstone of our governance framework, designed to proactively identify, assess, and mitigate risks across all functions. This comprehensive system is essential for strengthening organizational resilience, maintaining alignment with international standards, and safeguarding assets. It also plays a critical role in optimizing operations and enhancing our decision-making processes.

### Enterprise Risk Management (ERM) Enhancement:

In our pursuit of excellence, SNOC is transitioning to an upgraded Enterprise Risk Management (ERM) system, which will provide a more holistic oversight of risks and ensure compliance with governance regulations. To achieve this, we have engaged external consultants to:

1. Conduct ISO 31000 aligned training programs to enhance the risk management competencies within our corporation.
2. Facilitate workshops that help evaluate current risks, identify emerging threats, and prioritize actions for risk mitigation.
3. Update risk registers to reflect the latest risk landscape and ensure comprehensive risk documentation.
4. Develop risk scoring models that quantify risks and aid in their comparison and prioritization.
5. Design key risk indicators (KRIs) to provide measurable and actionable data that can signal the need for strategic adjustments.

### Key Features of SNOC's Targeted Risk Management System:

1. **Risk Identification and Classification:** We cover a broad spectrum of risks including strategic, operational, financial, health, safety, environmental (HSE), reputational, and cybersecurity

risks. Special emphasis is placed on environmental and sustainability risks, such as climate impact, to align with our ESG objectives.

### 2. Risk Assessment and Prioritization:

Our diligent assessment and prioritization efforts lead to reductions in critical risk categories.

### 3. Mitigation Planning and Monitoring:

Our proactive approach ensures continuous monitoring and effective mitigation planning to address identified risks.

### 4. Incident Tracking and Root Cause Analysis:

We utilize advanced incident management systems to track and analyze the root causes of incidents, reporting findings to the CEO and Extended Leadership Team (ELT) for the formulation of action plans.

5. **Risk Registers and Updates:** We maintain a comprehensive record of risks through risk registers and DNV Synergi Life, a risk management software dedicated to handling HSE

non-conformances, incidents, and risks. This ensures that our risk register is frequently updated to keep our risk management practices current and effective.

### Internal Control Policies:

Our internal control policies are risk-based and include a blend of preventive, detective, and corrective controls. These controls are guided by our risk assessments and protect the corporation against fraud, mismanagement, and cyber threats. By integrating these controls within our operations, we strengthen our defenses and reinforce our commitment to maintaining a secure and trustworthy environment for all stakeholders.

## Asset Integrity

Asset integrity is the foundation upon which SNOC's operational excellence is built, reflecting our dedication to maintaining the highest standards of safety, reliability, and performance. It is a strategic imperative that permeates every level of our corporation, from executive leadership to frontline operations. The stewardship of asset integrity starts with the CEO and cascades through our management structure to every individual employee. This clear line of responsibility ensures that each member of our team is fully accountable for managing and mitigating asset integrity risks.

Our employees are the guardians of our operations, and we cultivate a culture of vigilance and empowerment. SNOC encourages all team members to maintain a watchful eye on the potential integrity risks within their work areas. More importantly, we empower them to voice any concerns, ensuring that potential issues are addressed proactively and with the utmost seriousness.

Our goal is to achieve and sustain a reputation for responsibly managing asset integrity risks across all our facilities. This ensures the protection of our assets while fully committing to safety, environmental responsibility, and operational excellence. This commitment reflects a promise we make to our stakeholders, our community, and the environment—to always act with integrity and place care at the heart of our business.

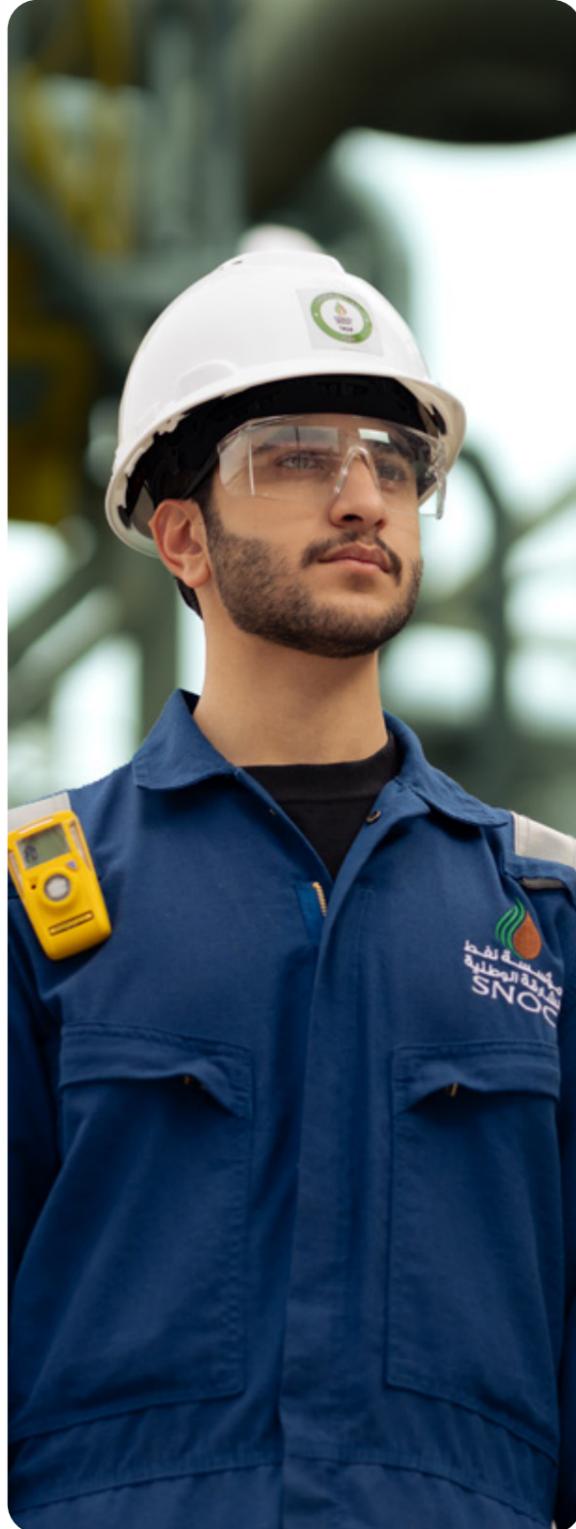


## NAVIGATING BUSINESS ETHICS AND COMPETITION

As the national oil and gas corporation of Sharjah, SNOC complies with the Federal Decree-Law No. (36) of 2023, which governs competition in Sharjah and across the UAE. Although SNOC is exempt from certain regulations under Article 4.3 as we are a government entity operating within our own Emirate, we remain committed to maintaining fair competition.

Our business approach is geared towards creating and sustaining a competitive marketplace. We avoid any behavior that could hinder or limit competition. SNOC conducts procurement activities through a system of competitive bidding, which ensures that all transactions are transparent and equitable. If there are any deviations from this procedure, they are thoroughly examined and justified.

We are rooted in our belief that robust competition is crucial for promoting innovation and growth in the industry, so we strive to both contribute to and benefit from a healthy competitive landscape.



## UPHOLDING INTEGRITY: OUR ZERO – TOLERANCE APPROACH TO ANTICORRUPTION

SNOC has integrated anti-corruption measures into its comprehensive governance framework, drawing on over four decades of advanced corporate governance experience inherited from its predecessors, American Oil Company (AMOCO) and British Petroleum (BP). This structure has been further solidified since SNOC's evolution in 2013 into a corporation wholly owned by the Sharjah Government, serving as the principal oil and gas entity of the Emirate.

SNOC has established the Assurance and Compliance Department to bolster governance, transparency, and accountability. This independent department ensures the effectiveness of governance, risk management, and internal controls, reporting to the Vice President and the CEO. With full access to SNOC's records, personnel, and systems, it conducts audits and offers recommendations for risk mitigation and performance improvement, while also ensuring regulatory compliance and best practices alignment.

Internal auditing is an independent and objective assurance and consulting activity geared to add value to improve SNOC's operations. It helps us in achieving our objectives by bringing a systematic approach to evaluate and improve the effectiveness of the corporation's governance, risk management, and internal control. The Internal Audit function acts in accordance with the approved SNOC Internal Audit Charter, the current edition of which was signed by CEO and the President in September 2020.

SNOC upholds the principles of the United Nations Convention Against Corruption

(UNCAC), aligning with the anti-corruption conventions endorsed by the UAE, which is a signatory to UNCAC. This demonstrates SNOC's strong dedication to combating corruption.

The "SNOC Code," the official SNOC Code of Conduct, mandates strict adherence from all employees and representatives, irrespective of their role or rank, to not only anti-corruption measures, but also to policies pertaining to anti-money laundering, conflict of interest, and anti-bribery. We enforce a zero-tolerance policy towards any infractions, underpinning this with robust incident tracking systems to ensure transparency and accountability. The aim is to uphold a record of zero violations and fraud cases, in full compliance with the laws of the UAE.

Our tendering process is governed by robust commercial procedures and overseen by dedicated tender committees to ensure transparency and fairness. This approach is essential for an honest procurement system and reinforces trust in our operations. Additionally, our contract templates include strict anti-corruption clauses, requiring all suppliers, contractors, and service providers to adhere to anti-corruption laws and a code of conduct that prohibits bribery, conflicts of interest, and other unethical behaviors. These practices are key to maintaining an ethical business environment and a clean record of operations at SNOC.

# DRIVING SUSTAINABLE GROWTH AND PROSPERITY

SNOC has historically played a significant role in the economic development of Sharjah and the broader UAE, and it continues to be a reliable energy provider to our customers. Within Sharjah, we play a key role in furthering economic development both by supplying gas, LPG, and condensate to growing industrial hubs but also through investing in the local community. We aim to develop a diversified and economically attractive portfolio of business activities while continuing to meet the energy demand of Sharjah.

Our economic influence is shaped by our primary target of ensuring a steady supply of natural gas to address Sharjah's energy requirements. Our financial performance, including revenue generation, efficient cost management, and strategic investments in infrastructure has been showing a progressive rate of contribution to the economy of Sharjah, besides boosting the local economy through job creation, green initiatives, and community engagement.

Indirectly, SNOC fortifies economic stability via customer and supplier partnerships, especially with SEWA and local businesses, enhancing the UAE's domestic value. As we are expanding our market reach through exploration and new ventures, we place a high priority on tax compliance and transparency, ensuring adherence to evolving tax laws, and maintaining government trust.

## Economic performance of SNOC is managed and measured in many ways. The internal drivers of performance are:

-  Revenue generation
-  Taxes and royalty paid to Government of Sharjah
-  Dividend payments to the Government of Sharjah
-  Job creation
-  Cost management and profitability
-  Green energy and Net-Zero initiatives
-  Capital expenditure in creating and maintaining fields, infrastructure
-  Community contributions and sponsorships
-  Taxes paid to the Federal Government

## The indirect economic impact is managed and measured in the following ways:



**Customer partnerships: SEWA relies on SNOC Gas to generate electricity for the Emirate of Sharjah.**



**Supply chain relationships ranging of major Engineering, Procurement, and Construction (EPC) contracts to small and medium businesses.**



**Majority of the procurement within UAE further contributing to the UAE's in-country value (ICV).**

## Market Presence

SNOC is actively expanding its market presence through a multifaceted approach that includes the exploration of Sharjah's hydrocarbon reserves, both onshore and offshore, as well as opportunities in the Northern Emirates and abroad. SNOC is forging joint venture partnerships to enhance its operational capabilities and market reach. Additionally, SNOC is assessing innovative ideas and entering new product lines, including import and export activities, to penetrate various sectors effectively.

Collaborations with key stakeholders, such as customer partnerships with the Sharjah Electricity and Water Authority (SEWA) and supplier partnerships with ADNOC as well as joint venture initiatives, further strengthen SNOC's market position. To enhance operational flexibility and attract new customers, SNOC has also established gas storage facilities, demonstrating its commitment to meeting diverse market demands.

## Tax

SNOC's tax strategy is based on full compliance with applicable laws and complete transparency, which strengthens mutual trust and ensures the continuity of our partnership with the government. It manages the value added tax and the newly introduced corporate tax law in alignment with the applicable laws and in cooperation with the tax authorities.

## Commitment to Sustainable Economic Development and Environmental Stewardship

SNOC's strategic economic impact and commitment to sustainability are guided by robust policies, ambitious commitments, and forward-thinking goals. Adhering to International Financial Reporting Standards (IFRS), we ensure financial transparency and accountability, while our procurement and supply chain

policies, alongside a Leadership Team-approved Code of Conduct, lay the groundwork for ethical operations and responsible sourcing.

SNOC's commitment to sustainable hydrocarbon exploration and production is in line with state mandates and international standards, aiming to meet Sharjah's energy needs and responsibly restoring sites post-decommissioning. SNOC's commitment to achieving Net-Zero on Scopes 1 & 2 reflects our unwavering dedication to environmental stewardship and sustainable progress.

With the goal of maximizing Sharjah's hydrocarbon value, we focus on a diversified portfolio that not only meets current energy demands, but also targets expansion and enhances quality of life, keeping future generations in mind. The primary target is ensuring a steady supply of natural gas to address Sharjah's energy requirements.

Significant projects like the Moveiyed gas storage and LPG Backflow have been completed, while ongoing solar power projects reflect our integration of renewable energy sources. Initiatives like carbon capture and storage, geothermal feasibility studies, market intelligence, hydrogen research, and digital transformation initiatives demonstrate our proactive approach to embracing innovative technologies and alternative energy solutions, solidifying our role as a key player in the region's sustainable economic development.



# PRESERVING OUR ENVIRONMENT



Understanding and Managing Emissions

Climate Adaptation, Resilience, and Transition

Responsible Water Stewardship

Reducing Waste for a Sustainable Future

Fostering Biodiversity

Product Design and Lifecycle Management



# UNDERSTANDING AND MANAGING EMISSIONS

The urgency of confronting climate change and curtailing greenhouse gas (GHG) emissions has emerged as a critical challenge for multiple industries. As a responsible entity in the energy sector, SNOC recognizes the importance of assessing and managing its GHG emissions footprint to contribute to international sustainability goals. Our pursuit of achieving Net-Zero GHG emissions is in complete congruence with the UAE's comprehensive goal of achieving Net-Zero emissions by the year 2050. This not only reflects SNOC's role as a forward-thinking energy provider but also underscores its alignment with the broader environmental aspirations of the UAE, setting a precedent for environmental responsibility and proactive climate stewardship within the region.

## GHG Emissions

SNOC manages the operations of five distinct gas fields: Sajaa, Kahaif, Moveyeid, Mahani and Hedebah. The gas and condensate extracted from these fields is processed at the Sajaa gas processing plant, situated within the industrial zone of Sajaa in Sharjah. In addition to this, SNOC owns an LPG export and import terminal, and a condensate export terminal, both situated in the Hamriyah Free Zone.

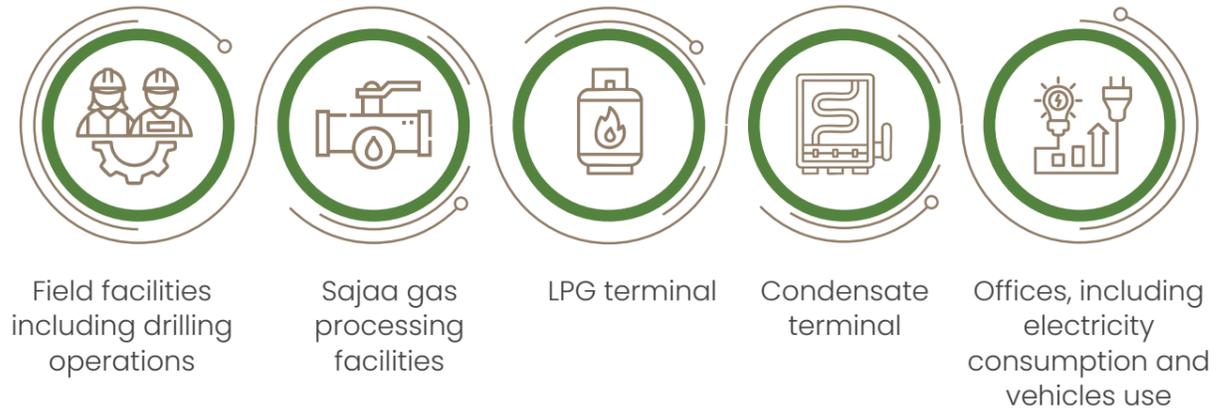
The initiatives for GHG reduction in the operating facilities have started since 1990s. Several success stories for GHG reduction have been achieved between 1990s to 2000, such as:

- Developing GHG reporting and setting targets to reduce GHG and methane emissions.
- Conversion of all field instrument gas to instrument air. This eliminated the bulk of methane emission (nearly 80% or about 2.5 MMscfd of methane).

- Diverting compressors seal gas vents to the flare. This converted methane venting to flaring reducing significantly the global warming potential of methane through burning. It also reduced the purge gas requirements of the flare.
- Modified maintenance shutdown procedures to maximize depressurization to the flare, venting only the remaining low-pressure gas.
- Injected excess natural gas (above market demand) produced with the associated condensate back to the reservoir instead of flaring (injection to prevent flaring of gas not in demand).
- Actively reduced our environmental impact by eliminating the use of high-emission fuels such as diesel in our day-to-day operations. The shift towards utilizing cleaner-burning sales gas has cut down the corporation's potential GHG emissions. However, diesel is still utilized for critical equipment like fire water systems and backup generators, during emergencies or trial operations, and for the drilling operations. By limiting the use of diesel to these essential scenarios, we remain operationally prepared while staying true to our pledge of emission reduction and environmental stewardship.

For the assessment of our current GHG emissions, we apply the operational control approach, aligning with the protocols set forth in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report, among other standards and benchmarks. The corporation has designated the year 2021 as the base year for its emissions reporting activities.

## The organizational boundary includes emissions from:



In the year 2021, we saw our gross direct (Scope 1) GHG emissions amount to 288,670 metric tons of Carbon Dioxide (CO<sub>2</sub>) equivalent. This initial value set the baseline for our efforts to manage and reduce our emissions. In 2022, emissions were 313,070 metric tons of CO<sub>2</sub> equivalent, while in 2023, they were 311,900 metric tons of CO<sub>2</sub> equivalent. In 2024, emissions increased to 318,800 metric tons of CO<sub>2</sub> equivalent. Breaking down the CO<sub>2</sub> emissions, we observed that the levels increased from 2023 to 2024, indicating that while we have been striving to reduce our carbon footprint, there are factors at play that require us to intensify our efforts to achieve our sustainability targets.

During the period from January 1, 2021, to December 31, 2023, there has been a notable fluctuation in the indirect (Scope 2) GHG emissions, measured in metric tons of CO<sub>2</sub> equivalent. Initially, in 2021, the emissions were recorded at 957 metric tons. The following years saw a gradual increase from 900 metric tons in 2022 to 1,730 metric tons in 2024. This trend reflects the dynamic nature of GHG emissions management, and the challenges faced in reducing the carbon footprint over the observed years.

In addition to monitoring scope 1 and 2 emissions, understanding emission intensity values is crucial for evaluating environmental impact. At SNOC, emission intensity is measured in terms of MBOE (thousand barrels of oil equivalent) of well production, excluding emissions from the gas storage asset. This measurement is known as upstream emission intensity. In contrast, the emission intensity for gas storage is calculated based on MBOE of injected gas and is referred to as downstream emission intensity.

For the year 2024, the upstream emission intensity was reported at 108.3 tCO<sub>2</sub>e/MBOE, reflecting a 23.1% increase compared to 2023. This rise is primarily attributed to a decline in production levels. Additionally, the downstream emission intensity for 2024 was 17.1 tCO<sub>2</sub>e/MBOE.

Methane (CH<sub>4</sub>), a potent greenhouse gas, also presented an increase from 19,374 metric tons in 2021 to 22,167 metric tons in 2022. In 2023 we saw a reduction in methane emissions to 17,800 metric tons, reflecting the effectiveness of the control measures implemented to curb methane emissions. However, we recorded an increase to 25,700 metric tons in 2024, underscoring the need for continued efforts to enhance methane management.

During the upcoming years, we are poised to continue our efforts in reducing GHG emissions across all categories. Our narrative is one of ongoing commitment to environmental stewardship, as we adapt and innovate to meet the

challenges of a changing world. The trends in the data underscore the need for sustained action and reinforce our resolve to work towards a more sustainable and responsible future.

Data Point	2021 (Jan 1–Dec 31)	2022 (Jan 1–Dec 31)	2023 (Jan 1–Dec 31)	2024 (Jan 1–Dec 31)
<b>Gross direct (Scope 1) GHG emissions in metric tons of CO<sub>2</sub> equivalent</b>	288,670	313,070	311,900	318,800
<b>Carbon Dioxide (CO<sub>2</sub>)</b>	266,323	287,791	292,482	291,525
<b>Methane (CH<sub>4</sub>)</b>	18,200	21,700	19,252	27,436
<b>Indirect (Scope 2) GHG emissions in metric tons of CO<sub>2</sub> equivalent</b>	957	900	1,280	1,730

## A Deep Dive into Air Emissions

Air emissions, particularly Nitrogen Oxides (NOx) and Sulfur Oxide (SOx), are significant environmental pollutants that arise from the burning of fuel. NOx emissions are a common byproduct of high-temperature fuel combustion processes, while SOx emissions are specifically linked to the presence of sulfur in the fuels being burned. Monitoring and reducing these emissions are crucial for protecting air quality and public health, and mitigating the environmental impacts associated with acid rain and particulate matter formation.

SNOC utilizes fuel gas in its processes, which is derived from clean gas, meeting sales gas quality standards, containing a minimal sulfur content that ranges from approximately 0.0 to 16.0 parts per million of hydrogen sulfide (H<sub>2</sub>S). This low sulfur content helps to ensure that SOx emissions from SNOC's operations are kept to a minimum.

In addition to fuel gas, liquid fuels play a minor role in our operations. These fuels are primarily used for transportation purposes and in running emergency equipment. Due to their limited use, liquid fuels contribute significantly less to the overall emissions profile of the corporation compared to the primary fuel gas. By focusing on clean gas with low sulfur content for main operations and limiting the use of liquid fuels, we effectively manage our NOx and SOx emissions, thereby supporting efforts to maintain air quality and contribute to a healthier environment.

Data Point	Unit	2021 (Jan 1–Dec 31)	2021 (Jan 1–Dec 31)	2021 (Jan 1–Dec 31)	2021 (Jan 1–Dec 31)
<b>Nitrogen Oxide (NOx)</b>	MT	1815.1	1994.3	2660	2,318
<b>Sulfur Oxide (SOx)</b>	MT	223.1	209.8	206.3	210.5

We observed a notable increase in NOx emissions; from 1815.1 metric tons in 2021 to 2660 metric tons in 2023. However, the most striking change occurred in 2024, where NOx emissions reduced to 2,318 metric tons, a testament to SNOC's commitment to environmental excellence.

In contrast, SOx emissions presented a different trend. The initial figure of 223.1 metric tons in 2021 reduced to 206.3 metric tons in 2023 and further increased to 210.5 metric tons in 2024. This upward trajectory reflects the challenges in managing SOx emissions, often tied to the sulfur content of the fuels used.

## Clean Energy Commitment

At SNOC, we recognize that the world is moving toward a low-carbon future and are committed to being part of it. As a national energy provider, our responsibility goes beyond delivering reliable energy; it includes helping lead the transition to cleaner, more sustainable energy sources in line with the UAE's Net-Zero by 2050 strategic initiative and the United Nations Sustainable Development Goals (SDGs).

Our Clean Energy Commitment outlines a clear and actionable framework designed to guide this transformation and to reach our goal of achieving Net-Zero emissions with integrity, transparency, and ambition. Our clean energy initiatives comply with UAE climate policies, international sustainability standards, and industry best practices,

while aligning with ISO 14001 and ensuring transparent public emissions reporting. To bolster our sustainability and energy transition initiatives, we have introduced a dedicated role to concentrate on these areas. The strategy behind this new position involves optimizing the use of SNOC's resources, skills, and knowledge, while incorporating external expertise to introduce innovative ideas and fresh perspectives.

### 1 Scope of Commitment

Our clean energy commitment applies across all core operational facilities, including exploration, production, and gas processing, storage and terminal sites. It also extends to any new infrastructure developments under SNOC's oversight.

We are currently focusing on the following energy sources to support our transition:

- **Solar energy** for facility electrification.
- **Natural gas** as a lower-carbon bridge fuel.
- **Emerging technologies** such as CC&S (Carbon Capture, and Storage).

By defining our operational and geographic boundaries clearly, we aim to ensure focused and measurable progress across our full portfolio.



## 2 Roadmap and Implementation Plan



To deliver on our goals, we have developed a phased roadmap driven by strategic investments and partnerships:

- **Phase 1:** Baseline assessments, technology reviews, feasibility studies, and initial solar pilot deployment.
- **Phase 2:** Expansion of renewables and electrification of high natural gas consuming engines.
- **Phase 3:** Full integration of advanced clean energy systems, scaling of carbon capture, and evaluation of hydrogen technologies.

Each phase is supported by internal project teams, external consultants, and ongoing collaboration with regulators and innovation partners, with an emphasis on employee upskilling and training.

## 3 Monitoring and Reporting



Transparency is central to building trust. SNOC is establishing robust mechanisms to monitor and report our progress:

- **Annual ESG reporting** aligned with international reporting and sustainability standards.
- **Energy and emissions tracking** through robust systems.
- **Quarterly reviews** to assess goal alignment, implementation challenges, and corrective actions.

We are also using third-party verification to ensure objectivity and transparency in our emissions disclosures.

## 4 Risk Management and Mitigation



We are aware of the risks and challenges that come with such a large-scale transition—from technological limitations and market volatility to regulatory uncertainty. Our strategy includes:

- Building **scenario planning** into investment decisions.
- Developing **adaptive project management frameworks**.

By anticipating potential roadblocks, we can stay agile and resilient.

### Looking Ahead

SNOC's clean energy journey is a reflection of our long-term vision: to be an energy company that not only meets today's needs but also leads tomorrow's transformation. Through measurable action, collaboration, and transparency, we are committed to building a cleaner, more resilient energy future—for Sharjah, and the UAE.



# CLIMATE ADAPTATION, RESILIENCE, AND TRANSITION

## Climate Adaptation Actions

Climate adaptation actions are vital to ensuring the sustainability and resilience of operations in the face of changing environmental conditions. Water management is an area of focus which has seen significant advancements at the Sajaa gas plant. By tapping into sweetened underground water sources and implementing state-of-the-art reverse osmosis units, the plant has achieved greater water treatment efficiency and a notable reduction in underground water consumption. This is complemented by a rigorous monthly monitoring program, conducted in partnership with SEWA, to continuously identify and act upon opportunities for further conservation.

Another critical component of climate adaptation is the thorough assessment of climate risks. Regular evaluations are conducted to weave climate risk considerations into the fabric of decision-making processes for new projects and operational activities. These assessments also serve to gauge the operational impacts on the climate and the environment, ensuring that the ecological footprint is minimized.

Lastly, supply chain resilience has become a priority, considering the unpredictable nature of climate events. By diversifying suppliers and improving inventory management strategies, companies are better positioned to withstand disruptions and maintain steady supplies of critical materials and equipment. These proactive measures are good for business continuity and contribute to a more robust and adaptable industry.

## Energy Transition Actions

The global energy landscape is undergoing a profound change as stakeholders across the board take decisive steps towards a more sustainable future. These energy transition actions aim to reduce GHG emissions and combat climate change. Here are some of the pivotal initiatives currently underway:

### Carbon Capture and Storage (CC&S)

By funding studies and development in CC&S, SNOC is seeking ways to minimize CO<sub>2</sub> emissions. CC&S has the potential to trap CO<sub>2</sub> before it enters the atmosphere, providing a buffer as the world works towards reducing its overall carbon output. The adoption of CC&S technologies helps in meeting environmental regulations and underscores SNOC's commitment to cleaner energy.

### Electrification of Operations

The move towards electrification of operations represents a transformative approach to energy use at SNOC. Studies focused on electrifying operations are paving the way for substantial changes, such as the replacement of gas turbines with electric-driven motors in various applications like compressors. This shift reduces the direct emissions associated with fossil fuel combustion and facilitates the integration of renewable electricity into the operational framework.

## Resilience Actions

Resilience actions are being implemented to fortify the workforce and foster collaborative efforts across various sectors. The adaptation of workforce skills is paramount, with an emphasis on upskilling and reskilling employees to proficiently handle digital tools, understand clean energy technologies, and possess a deep knowledge of environmental sciences. This proactive educational approach equips workers with the skills required to thrive in a green economy.

We also see a push towards stakeholder collaboration, uniting efforts between governments, non-governmental organizations, and industries to work on climate adaptation initiatives. This synergy is essential for developing cohesive strategies that address the multifaceted challenges posed by climate change, ensuring a resilient and sustainable future for all.

## Our Progress

### Policy

Our Environmental Policy advocates for the judicious and efficient use of environmental resources. This policy underpins a suite of strategic commitments, including the ambitious goal of achieving Net-Zero emissions and the attainment of ISO 14001 certification, which further solidifies the corporation's dedication to efficient energy management. SNOC has set clear goals and targets, such as investing in renewable energy projects that contribute to Sharjah's and the UAE's value proposition.

### Energy

We are making tangible progress by converting roughly 15% of the power consumption at our LPG and Export Terminal to solar energy. In collaboration

with Masdar, the construction of a 60 MW solar plant is underway, with its operational commencement anticipated for early Q2 of 2025. Additionally, feasibility studies are underway to assess the electrification of gas turbine compressors, while the transformation of a depleted gas reservoir into a CO<sub>2</sub> storage site is being explored as a major climate mitigation effort.

### Initiatives and Programs

SNOC has implemented a robust framework for monitoring energy consumption monthly, with annual reporting that aligns with ISO 14001 standards, ensuring continuous improvement in energy management. Furthermore, SNOC has taken proactive initiatives by signing MOUs and providing funding to academic institutions such as the American University of Sharjah (AUS) and the University of Sharjah (UoS) to support research in energy production and storage.

- SNOC is funding a 3-year green hydrogen research program (2022–2024) with AUS and UoS, plus a UoS project on compressed air energy storage.
- The “Net-Zero at SNOC and beyond” educational program reached over 900 people and involved 6+ academic entities in 6 months.

Our joint venture with Sumitomo for CC&S studies holds significant importance as it bolsters our role as the sole gas provider to Sharjah, while contributing to the diversification of energy sources. The primary goal of this collaboration is to reduce CO<sub>2</sub> and methane emissions as part of SNOC's clean energy initiatives. The partnership with Sumitomo is key, as it brings together collective expertise, fostering knowledge sharing and enhancing the prospects for the success of the project.

SNOC entering a joint venture with Masdar to develop a solar plant, is an endeavor that aligns with our dedication to clean energy and support of local energy diversification. The goals of this venture are to decrease dependence on natural gas and to lower GHG emissions. Crucial to the success of this solar project are the agreements with SEWA and Masdar, which provide a strong foundation for collaboration and project execution.

As for achievements, the impact of the solar project on both SNOC and SEWA facilities will be quantifiable in 2025, with expected reductions in GHG emissions and fuel gas savings. The solar project is poised to make a substantial contribution to local environmental sustainability and energy efficiency, marking a milestone in SNOC's commitment to a greener future.



Total fuel consumption within the organization from non-renewable sources (Mmbtu)	2021 (Jan 1–Dec 31)	2022 (Jan 1–Dec 31)	2023 (Jan 1–Dec 31)	2024 (Jan 1–Dec 31)
Gasoline	4,122	3,282	4,698	3,050
Diesel	8,449	112,546	133,195	124,921
Fuel gas	4,346,245	4,645,373	4,332,399	4,026,787
<b>Total fuel consumption within the organization from renewable sources including fuel types used (e.g., solar, wind, biomass, etc.)</b>				
i. Electricity consumption (Solar PVs only)	1,538	1,317	1,253	442
ii. Imported Electricity from Grid	7,603	7,638	7,638	14,837
<b>Total energy consumption within the organization</b>	<b>4,367,958</b>	<b>4,770,157</b>	<b>4,479,184</b>	<b>4,170,037</b>

## RESPONSIBLE WATER STEWARDSHIP

We understand the importance of water as an essential and shared natural resource. Our commitment to responsible water stewardship reflects our belief that the way we manage water impacts our operations, the broader community and the environment. We take our role as a guardian of this precious resource seriously and are dedicated to implementing water management strategies that are sustainable and considerate of the needs of all stakeholders.

### Commitment to Water Conservation

We are firmly committed to substantially reducing our water consumption and improving water efficiency across all aspects of our operations. Specifically, we aim to decrease our overall water usage by 25% by the year 2030. This ambitious goal aligns with both global best practices and industry standards for sustainability and responsible resource management.

To accomplish this objective, we have implemented a comprehensive range of sustainable water management strategies. These include advanced water recycling systems that allow us to reclaim and repurpose water from rejected water, significantly minimizing waste.

### Responsible Water Management at SNOC

Relevant process owners that have a direct impact on responsible water management oversee our water stewardship practices. This includes the effective management of wastewater, such as process wastewater, sanitary wastewater, wastewater from utility operations, and other projects. Our aim is to manage these discharges in

a way that they do not contribute to the deterioration of local surface water quality. To achieve this, we have set stringent goals to prevent contaminant concentrations from surpassing established local ambient water quality criteria. Since there are no available local water standards, we turn to other reputable sources and standards for ambient water quality to guide our practices.

### Assessing Water-Related Impacts

Understanding and mitigating our water-related impacts are our key priorities. We have established a robust system of quarterly groundwater monitoring, conducted by a reputable third-party contractor. This approach allows us to detect any potential changes in groundwater quality that could be associated with our activities. By doing so, we are not only ensuring compliance with environmental regulations but also proactively protecting the integrity of groundwater resources. Water risk management is being implemented to identify and assess potential vulnerabilities associated with water quantity, quality, and evolving regulatory requirements. This proactive approach aims to ensure the reliability of water supply systems. The process involves a comprehensive evaluation of current water resource conditions, enabling the identification of areas that require improvement.

Key components of this strategy include developing and adopting measures to enhance water use efficiency, such as promoting conservation practices, optimizing irrigation techniques, and reducing wastage in municipal supply systems. Additionally, exploring alternative water sources—such as rainwater harvesting, reclaimed water, and desalination—will contribute to building

resilience against future water shortages and ensuring a sustainable supply.

Furthermore, the initiative will involve stakeholder engagement to assess community needs and regulatory frameworks, along with continuous monitoring and adaptation to changing environmental conditions. By integrating these practices, the goal is to create a robust water management system that can withstand both present challenges and future uncertainties.

### Addressing Water-Related Impacts

Addressing water-related impacts is a collaborative effort at SNOC. Through monthly Environmental Performance Indicator (EPI) meetings, we discuss water-related challenges and explore solutions. Our approach to setting water-related goals and targets is integrated into our management practices. These goals are discussed during our monthly EPI meetings and management review sessions, allowing us to align our objectives with public policy and the local context, particularly in areas experiencing water stress. By doing so, we ensure that our targets are relevant and responsive to the needs of the communities in which we operate.

We are developing water efficiency strategies that focus on three main areas: supply, infrastructure, and other environmental factors. Our approach includes reviewing how we operate our water supply and planning for situations where supply might be disrupted. We also set water-related goals and targets that fit into our overall management practices.

We discuss these goals at our monthly EPI meetings and management review sessions. This helps us align our objectives with public policies and the local needs, especially in areas with water shortages. Along with improving our infrastructure, we are launching water conservation campaigns to prepare for possible water crises.

### Minimum Standards for Effluent Discharge

Lake Saeed's pristine waters are subject to rigorous quality controls to ensure that effluent discharge meets the highest environmental standards. Our commitment to sustainability is reflected in our adherence to the international Dutch standard, which takes into consideration the unique characteristics of the receiving water body when setting discharge criteria.

To monitor the lake's condition, we employ a battery of tests including EPH C10-C40 by GC-FID as per US EPA 8015D Rev4 Jun 2003, Metals by ICP OES following APHA 3120 B, Oil & Grease according to APHA 5520 B Water-DXB, Phenols in Water as outlined in EPA 528, and VOCs in Water by US EPA 8260D Rev4 Jun 2018.



### Water Withdrawal

Our water management strategy is data-driven, with meticulous records maintained for water withdrawal and discharge. For the year 2023, we recorded a total water withdrawal of 77,094 cubic meters from groundwater sources and 19,318 cubic meters from third-party suppliers. In contrast, the following year saw a slight decrease in groundwater withdrawal to 73,424 cubic meters, while third-party water usage significantly dropped to 3,162 cubic meters.

Water Withdrawal	2023 (Jan 1-Dec 31)	2024 (Jan 1-Dec 31)
<b>Total water withdrawal from all areas in m<sup>3</sup>, and a breakdown of this total by the following sources</b>		
i. Groundwater	77,094	73,424
ii. Third-party water (Municipal water supplies or other public or private water utilities)	19,318	3,162

### Water Discharge

Our water discharge data, collected via flow meters and sewage disposal documentation, reveals that in 2023, we released 25,080 cubic meters to surface water and 128,277 cubic meters as produced water, with a nominal 127 cubic meters provided to other organizations. The subsequent year, surface water discharge increased to 28,563 cubic meters, while produced water discharge aligned with groundwater withdrawal at 73,424.17 cubic meters, and third-party water sent to other organizations rose to 2,114 cubic meters.

Water Discharge	2023 (Jan 1-Dec 31)	2024 (Jan 1-Dec 31)
<b>Total water discharge to all areas in m<sup>3</sup>, and a breakdown of this total by the following types of destination, if applicable:</b>		
Surface water	25,080	28,563
Produced water	128,277	73, 424.17
Third-party water and the volume of this total sent for use to other organizations, if applicable	127	2,114

### Water Consumption

our total water consumption for 2023 stood at 96,412 cubic meters, which saw a reduction to 76,586 cubic meters in 2024, reflecting our ongoing efforts to optimize water use and uphold our environmental responsibilities

Water Consumption	2023 (Jan 1-Dec 31)	2024 (Jan 1-Dec 31)
Total water consumption (m <sup>3</sup> )	96,412	76,586

## REDUCING WASTE FOR A SUSTAINABLE FUTURE

Effective waste management is a foundation of environmental stewardship and sustainability. The way we manage waste has profound implications for the environment, public health, and the overall well-being of the communities in which we operate. Recognizing this, we are deeply committed to establishing a culture of accountability and responsibility within our organization, suppliers, and subcontractors. Our goal is to minimize environmental impacts and pollution, ensuring that every entity associated with SNOC is aligned with our high standards of environmental protection and waste reduction.

### Strategic Waste Management Goals at SNOC

The waste management objectives are to establish clear responsibilities for minimizing the environmental footprint across all operations. This involves a comprehensive approach to waste management that encompasses the entire supply chain. The goal is to foster a collaborative environment where suppliers and subcontractors understand and actively participate in the implementation of environmental policies.

By fostering a shared commitment to waste reduction and pollution prevention, we are not just complying with regulations; we are going above and beyond to safeguard our planet for future generations. Our proactive measures and policies are designed to reduce waste at the source, promote recycling and reuse, and ensure the responsible disposal of residual waste. Through these efforts, we are determined to lead by example in the energy sector, demonstrating that

economic progress and environmental responsibility can go hand in hand.

At SNOC, we are dedicated to responsible waste management practices that minimize our environmental impact and contribute to a sustainable future. Our core values of sustainability, innovation, and community engagement guide our commitment to waste management.

### Commitment to Waste Reduction

We are committed to reducing waste generation across all our operations. Our goal is to reduce waste sent to landfills by 50% by 2030. We intend to conduct circularity audits to determine waste reduction strategies, including waste segregation, recycling, and composting programs.

### Sustainable Waste Management Practices

We prioritize sustainable waste management practices that maximize resource recovery and minimize environmental harm. This includes:

- **Recycling Initiatives:** Expanding our recycling programs to include a wider range of materials and increasing recycling rates. This was also extended to Household through our 365 Campaign which started in 2020.
- **Composting Programs:** Implementing composting initiatives to divert organic waste from landfills and create valuable compost for agricultural use.
- **Waste-to-Energy:** Exploring waste-to-energy technologies to convert non-recyclable waste into renewable energy.

### Stakeholder Engagement

We believe that effective waste management requires collaboration with all stakeholders. We engage with

employees, customers, suppliers, and local communities to promote waste reduction and recycling efforts. Our initiatives include:

- **Employee Training:** Providing training and resources to employees to encourage sustainable waste management practices.
- **Community Programs:** Partnering with local communities to support waste reduction and recycling programs.

## Compliance and Standards

We are committed to complying with all relevant local, national, and international waste management regulations and standards. We adopt industry best practices and guidelines to ensure that our waste management efforts are aligned with the highest standards of sustainability and responsibility.

## Reporting and Transparency

Transparency is essential to building trust with our stakeholders. We are committed to regular public reporting on our waste management practices, progress, and challenges. Our sustainability report provides detailed information on waste generation, reduction measures, and outcomes, demonstrating our dedication to responsible waste management.

In order to effectively support our environmental goals, we prioritize several key initiatives. First, we invest training programs for our employees, ensuring they are well-informed about sustainable practices and equipped with the skills needed to implement them effectively.

Additionally, we provide all necessary equipment and technology that enhances our operational efficiency while minimizing environmental impact. This includes upgrading machinery to more energy-efficient models and utilizing tools that reduce waste.

We also dedicate resources towards various environmental improvement projects, material usage monitoring, waste reduction strategies, and water conservation efforts. Our performance regarding these initiatives is consistently monitored against a set of carefully defined environmental indicators. This ongoing assessment not only holds us accountable but also drives our commitment to innovation.

As a result, we are compelled to explore new and creative solutions that further minimize our operational footprint, facilitate the reduction of waste generation, promote the conservation of our precious natural resources, and actively protect biodiversity in the regions where we operate.

## Waste Management Strategy

Our robust waste management strategy aligns with the circular economy principles. Our aim is to reduce waste at its source and enhance the efficiency with which we use our resources.

### Minimizing Waste at SNOC

To curb waste generation, we have streamlined our production processes to ensure optimal material usage. Thorough planning and efficient material utilization techniques help us minimize excess waste in our manufacturing activities. We regularly evaluate the potential for reusing materials from our stock, carefully managing inventory to prevent excess purchasing and waste.

To decrease waste, we have integrated green labeling requirements into our procurement specifications, encouraging our vendors to adopt more sustainable practices. We actively monitor the environmental impact through EPI to diminish the footprint of the materials we use.

Resource conservation is another key aspect of our strategy. By tracking the consumption of water and energy, we can identify opportunities for conservation. Our teams are encouraged to employ energy and water-efficient methods, which contribute to the overall reduction in resource use and waste generation.

## Promoting Circularity at SNOC

We are working towards achieving greater circularity within our operations. SNOC has implemented comprehensive recycling initiatives that enable the recovery and reuse of materials. Our programs focus on recycling a variety of materials, including metals, plastics, and paper. By doing so, we ensure that these resources are reintegrated into the production cycle, supporting a more sustainable and less wasteful industry model.

Through such policies, strategies and initiatives we were able to divert:

 **106 tons** divert from non-hazardous waste disposal.

### 1 Waste Prevention and Minimization

- **Reduce Waste Generation:** Implement practices to reduce waste at the source, such as optimizing production processes and using less hazardous materials.

### 2 Reuse and Recycling

- **Promote Reuse:** Encourage the reuse of materials and products to extend their lifecycle and reduce waste.
- **Recycling Programs:** Establish comprehensive recycling programs to collect, sort, and process recyclable materials.

### 3 Waste Segregation

- **Proper Segregation:** Implement systems for segregating waste at the source to enhance recycling and resource recovery.
- **Education and Training:** Educate employees and stakeholders on the importance of waste segregation and proper disposal practices.



# SUCCESS STORY



Among the various initiatives at SNOC, the SNOC 365 Waste Recycling Program stands out as a notable effort. This innovative program encourages employees to actively participate in recycling by bringing recyclable materials from their homes to the Sajaa Plant for proper recycling.

Since the program's inception, the results have been impressive, with more than 8,000 kg of recyclable materials processed. This achievement reflects the program's success in diverting waste from landfills, while contributing to the conservation of natural resources and the reduction of GHG emissions associated with the production of new materials.

The synergy of collaboration and strategic alliances plays a pivotal role in

amplifying the impact of our environmental initiatives. We place immense value on the power of partnerships to drive sustainable progress. Our alliance with Bee'ah (a regional leader in environmental management) in the realm of waste management exemplifies this belief. This collaboration enables us to harness Bee'ah's expertise in waste management to enhance our own sustainability efforts. By integrating our operational strengths with their specialized knowledge, we can develop and implement innovative waste management solutions that serve the interests of both our corporation and the broader community.

Our joint endeavors with Bee'ah are designed to foster a circular economy, reduce environmental impact, and promote a culture of sustainability within the region.

## FOSTERING BIODIVERSITY

SNOC is dedicated to fostering biodiversity and environmental stewardship as a leading natural gas producer in the Northern Emirates. Our commitment to sustainable development and community empowerment drives our management approach, ensuring that we preserve and promote healthier environments in the areas where we

operate. We have embarked on pivotal biodiversity management initiatives and have made significant strides in 2024.

Our goal is to ensure compliance with all relevant legal and regulatory requirements while applying international best practices to enhance our environmental performance. The corporation's environmental policy is our north star in fulfilling this purpose.

### Our Environmental Policy

#### Compliance

- Align with international and industry Environmental Management Systems (EMS).
- Maintain ISO 14001 certification.



#### Risk Management

- Integrate risks and opportunities into environmental objectives.
- Initiate pollution prevention initiatives.



#### International Standards

- Align with international and industry Environmental Management Systems (EMS).
- Maintain ISO 14001 certification.



#### Accountability

- Establish accountability for minimizing environmental impacts.
- Include suppliers and subcontractors in our commitment.



#### Training and Resources

- Provide training, equipment, and resources for environmental improvements.



#### Performance Monitoring

- Monitor and measure environmental performance indicators.
- Reduce waste, conserve resources, and respect biodiversity.



#### Ethical Business Practices

- Incorporate environmental and ethical considerations into business decisions.



## Biodiversity Management Initiatives

### Ongoing Key Initiatives:

- **Groundwater Monitoring:** Regular assessment of groundwater quality to ensure the health of our ecosystems.
- **Environmental Monitoring Programs:** Comprehensive monitoring to track the condition and changes in our local environment.
- **Innovation and Research Initiatives:** Investing in innovative research to develop sustainable practices that support biodiversity.

### 2024 Efforts:

- **Biodiversity:** We have implemented quarterly monitoring of ponds and wells at the Sajaa Plant to protect and understand our ecosystems better.
- **Fresh Water Microbes:** To guarantee the quality of water in our offices, we conduct laboratory analyses to monitor microbial life and ensure a safe water supply.
- **Monthly Environmental Performance Indicator Meetings:** These meetings are a platform for cross-departmental engagement, where we discuss environmental issues and develop mitigation strategies to address them effectively.

Through these efforts, we aim to maintain a robust approach to biodiversity management, ensuring that our operations harmonize with the natural world.

### Climate Change and Challenges

We recognize the difficulties presented by climate change, especially its complex effects on biodiversity. Tackling these issues is a critical focus for us as we persist in refining our approaches and improving our environmental outcomes.

## Management of Biodiversity at Operational Locations

Sajaa Gas Plant and wells are situated in proximity to regions rich in biodiversity. This proximity underscores the need for meticulous and responsible management measures to minimize our ecological footprint.

## Sustainable Land Use and Habitat Protection

We prioritize sustainable land use practices that minimize our impact on natural habitats and promote the conservation of ecosystems. This includes:

- **Habitat Restoration:** Engaging in projects to restore degraded ecosystems, such as wetlands, forests, and coastal areas.
- **Protected Areas:** Supporting the establishment and management of protected areas to safeguard critical habitats and species.

## Innovation and Technology

Innovation is at the heart of our biodiversity strategy. We continuously invest in advanced technologies and practices to enhance biodiversity conservation. This includes:

- **Sustainable Practices:** Adopting sustainable agricultural, forestry, and land management practices that protect biodiversity and promote ecosystem health.

## Stakeholder Engagement

We believe that effective biodiversity conservation requires collaboration with all stakeholders. We engage with employees, customers, suppliers, and local communities to promote biodiversity conservation efforts. Our initiatives include:

- **Employee Training:** Providing training and resources to employees to encourage sustainable practices and biodiversity awareness.
- **Community Programs:** Partnering with local communities to support biodiversity conservation projects and promote sustainable livelihoods.



# PRODUCT DESIGN AND LIFECYCLE MANAGEMENT

In the pursuit of environmental excellence within the oil and gas industry, we place immense value on the thoughtful procurement of products and their lifecycle management. We are aware that the decisions we make in the initial stages of product selection can significantly influence the environmental footprint throughout the lifecycle of the products we procure. The approach involves integrating sustainability into the product development process. This is achieved through the application of innovative design principles that prioritize environmental considerations and the conduct of thorough lifecycle assessments to identify and mitigate potential environmental impacts from the beginning. The strategy includes the adoption of energy-efficient technologies and methodologies, the selection of

materials that minimize ecological harm, and the promotion of practices that support resource conservation.

By analyzing the environmental consequences of our products at each stage—from production to end-of-life—we are better positioned to devise strategies that encourage recycling, advocate for responsible waste management, and enhance overall sustainability.

The journey towards sustainability is a collective one, we actively seek collaboration with stakeholders, including industry partners, regulatory bodies, and the communities we serve. By staying at the forefront of sustainable practices, we contribute meaningfully to the global endeavor to safeguard our planet for future generations.

The first step in our lifecycle management process is thorough planning. We begin by conducting a needs assessment to identify the specific requirements for the product, project, or asset. This involves engaging with stakeholders to understand their needs and expectations. We then create a detailed budget that covers all lifecycle phases, ensuring that financial resources are allocated effectively. Additionally, we develop a risk mitigation plan to address potential challenges and uncertainties that may arise during the lifecycle.

Once the planning phase is complete, we move on to acquisition. This involves shortlisting and evaluating potential vendors to ensure we select the best partners for our needs. We negotiate contracts to secure favorable terms and ensure that all necessary approvals are obtained before completing the purchase. This careful selection and negotiation process helps us establish strong partnerships and secure high-quality products and services.



During the operation phase, we focus on performance management to ensure that the product, project, or asset operates efficiently and effectively. We implement monitoring systems to track performance and identify any issues that may arise. Training is provided to staff to ensure they are equipped with the knowledge and skills needed to use and maintain the product or asset properly. We also continuously monitor compliance with relevant regulations and standards to ensure that our operations meet all legal and industry requirements.



Regular maintenance is crucial for extending the lifecycle of our products and assets. We conduct routine inspections to identify any potential issues early on and implement a recurring maintenance plan to address these issues promptly. By tracking and addressing maintenance needs proactively, we can prevent costly repairs and downtime, ensuring that our products and assets remain in optimal condition.



As the lifecycle of a product, project, or asset comes to an end, we conduct a thorough evaluation to determine whether it should be retired or renewed. If retirement is the best option, we ensure that disposal is carried out in an environmentally responsible manner, following all relevant regulations and best practices. If renewal is feasible, we plan for upgrades or replacements to extend the lifecycle and continue delivering value to our stakeholders.

# OUR LOOK AHEAD



# LOOKING AHEAD

## Sustainability Committee Establishment

As we move forward from this detailed exploration of SNOC's sustainability journey, here is what we envision for SNOC and the action steps that will help us realize this.

The Sustainability Committee's mission is to embed sustainability and ESG considerations into the very fabric of SNOC's management ethos. With a focus on tracking, managing, and integrating ESG topics, the Committee ensures that SNOC's operations reflect the highest standards of social responsibility and environmental stewardship.

The activities undertaken by the Committee are diverse and strategic, from formulating sustainability strategies to ensuring compliance with ESG regulations. The dedication to reviewing SNOC's sustainability performance is matched by a commitment to transparent reporting to the Leadership Team, thus fostering an environment of accountability.

Moreover, the Committee's engagement with diverse stakeholders offers a holistic perspective on the sustainability challenges and opportunities ahead. It is through this collaborative approach that we aim to not only achieve but exceed our sustainability and ESG goals, setting a benchmark for excellence as we look to the horizon.



## Future Targets

### CC&S Hub



We are strategically poised to become a major carbon sink in the UAE, especially for industries where emission reduction poses considerable challenges. Committed to creating a comprehensive decarbonization strategy, SNOC has undertaken a feasibility study for establishing the UAE's first dedicated Carbon Capture and Storage (CC&S) hub at the Sajaa field. Through the proposed pilot project, the carbon emissions would be captured, injected, and stored.

By leveraging our existing assets and enhancing partnerships, we are aiming to pioneer the CC&S market and establish ourselves, along with Sharjah, as a central hub for CC&S initiatives. This endeavor not only seeks to capitalize on the proximity to significant CO<sub>2</sub> emissions nearly 30% of the nation's total within a 100 km radius of SNOC facilities but also to solidify the corporation's role as a key player in carbon capture and storage solutions.

### Electrification and Solar Energy



As part of our ongoing efforts to reduce greenhouse gas emissions and improve operational efficiency, SNOC is actively planning the electrification of key gas compression systems across its facilities. A major focus of this initiative will be the transition from fuel-gas-driven compressors to electrically powered units, supported by renewable solar energy. By integrating solar power into our compressor operations, we aim to significantly lower our Scope 1 emissions, reduce reliance on fossil fuels for internal energy use, and align with our broader clean energy and sustainability targets. Feasibility assessments and site evaluations are already underway, with implementation expected to begin in phases starting in 2025. This project represents a critical step in SNOC's long-term vision to decarbonize core operations while enhancing energy security through local, renewable sources.

In conclusion, SNOC stands at the forefront of a transformative era, where sustainability and environmental consciousness are not just aspirations but actionable mandates.

As we look ahead, our journey is one of continuous evolution and growth, driven by a clear-eyed recognition of the responsibilities

that come with being a leading oil and gas company. The path forward is paved with innovation, collaboration, and an unwavering commitment to excellence. With these guiding principles, we are set to not only meet but exceed expectations, forging a sustainable future for the corporation, the community, and the planet.

# APPENDICES



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GRI Content Index

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Glossary

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# GRI CONTENT INDEX

<b>Statement of use</b>	SNOC has reported in reference with the GRI Standards for the period 1st January 2024 to the 31st December 2024
<b>GRI 1 Used</b>	GRI: Foundation 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
<b>General Disclosures</b>		
GRI 2: General Disclosures 2021	2-1 Organizational details	12
	2-2 Entities included in the organization's sustainability reporting	12
	2-3 Reporting period, frequency and contact point	10
	2-4 Restatements of information	No data was restated
	2-5 External assurance	SNOC will not perform external assurance for this report, however it may seek to obtain external assurance for future reports to enhance its data reliability and stakeholder confidence.
	2-6 Activities, value chain and other business relationships	12, 30, 48, 52
	2-7 Employees	43
	2-8 Workers who are not employees	SNOC does not have any workers who are not employees.
	2-9 Governance structure and composition	58
	2-10 Nomination and selection of the highest governance body	58

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
	2-11 Chair of the highest governance body	58
	2-12 Role of the highest governance body in overseeing the management of impacts	4
	2-13 Delegation of responsibility for managing impacts	6
	2-14 Role of the highest governance body in sustainability reporting	58
	2-15 Conflicts of interest	68
	2-16 Communication of critical concerns	58
	2-17 Collective knowledge of the highest governance body	64
	2-18 Evaluation of the performance of the highest governance body	64
	2-22 Statement on sustainable development strategy	18
	2-23 Policy commitments	47
	2-24 Embedding policy commitments	47
	2-25 Processes to remediate negative impacts	64
	2-26 Mechanisms for seeking advice and raising concerns	47
	2-27 Compliance with laws and regulations	47
	2-29 Approach to stakeholder engagement	22
2-30 Collective bargaining agreements	Collective bargaining agreements are prohibited in the UAE	
<b>Material Topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	24
	3-2 List of material topics	24

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
<b>Occupational Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	30
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	31
	403-2 Hazard identification, risk assessment, and incident investigation	31
	403-3 Occupational health services	31
	403-4 Worker participation, consultation, and communication on occupational health and safety	33
	403-5 Worker training on occupational health and safety	33
	403-6 Promotion of worker health	33
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	35
	403-8 Workers covered by an occupational health and safety management system	30
	403-9 Work-related injuries	35
	403-10 Work-related ill health	35
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	35
<b>Risk Management and Asset Integrity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	64
<b>Employment and Human Resources</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	38

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	45
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	38
	401-3 Parental leave	39
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	38
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	40
	404-2 Programs for upgrading employee skills and transition assistance programs	40
	404-3 Percentage of employees receiving regular performance and career development reviews	40
<b>Economic Impact</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	70
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	70
	201-2 Financial implications and other risks and opportunities due to climate change	81
	202-2 Proportion of senior management hired from the local community	44
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	70
	203-2 Significant indirect economic impacts	70
GRI 207: Tax 2019	207-1 Approach to tax	70
	207-2 Tax governance, control, and risk management	70
<b>GHG Emissions</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	76

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	76
	305-2 Energy indirect (Scope 2) GHG emissions	76
	305-4 GHG emissions intensity	76
	305-5 Reduction of GHG emissions	76
<b>Local Community</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	52
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	52
<b>Stakeholder Engagement</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	22
<b>Anti-corruption</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	69
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	69
	205-2 Communication and training about anti-corruption policies and procedures	69
	205-3 Confirmed incidents of corruption and actions taken	69
<b>Business Ethics and Anticompetitive Behavior</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	68
<b>Diversity and Equal Opportunity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	43
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	43

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	43
<b>Waste Management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	87
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	88
	306-2 Management of significant waste-related impacts	88
	306-3 Waste generated	88
	306-4 Waste diverted from disposal	89
	306-5 Waste directed to disposal	89
<b>Climate Adaptation, Resilience, and Transition</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	82
GRI 302: Energy 2016	302-1 Energy consumption within the organization	82
	302-2 Energy consumption outside of the organization	82
<b>Human Rights</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	68
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	SNOC does not participate in any activities involving Child Labor as it adheres to UAE Labor Law.
GRI 409: Forced or Compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	SNOC does not participate in any activities involving forced or compulsory labor as it adheres to UAE Labor law.
<b>Air Emissions</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	78
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	78

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
<b>Sustainable Supply Chain</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	48
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	48
GRI 308 Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	48
	308-2 Negative environmental impacts in the supply chain and actions taken	48
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	48
	414-2 Negative social impacts in the supply chain and actions taken	48
<b>Water Management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	84
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	85
	303-2 Management of water discharge related impacts	86
	303-3 Water withdrawal	86
	303-4 Water discharge	86
	303-5 Water consumption	86
<b>Biodiversity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	91
GRI 101: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	92
	304-2 Significant impacts of activities, products and services on biodiversity	92
	304-3 Habitats protected or restored	92

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	Page / Direct Response
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	92
	101-2 Management of biodiversity impacts	92
	101- 4 Identification of biodiversity impacts	81
	101-8 Ecosystem services	92

# GLOSSARY

Abbreviation	Full Acronym
ADNOC	Abu Dhabi National Oil Company
AMOCO	American Oil Company
AUS	American University of Sharjah
BMI	Body Mass Index
BP	British Petroleum
CC&S	Carbon Capture and Storage
CH <sub>4</sub>	Methane
CO <sub>2</sub>	Carbon Dioxide
COSHH	Control of Substances Hazardous to Health
COW	Control of Work
EEG	Emirates Environmental Group
ELT	Extended leadership team
EMS	Environmental Management Systems
EPAA	Environment and Protected Areas Authority
EPC	Engineering, Procurement, and Construction
EPI	Environmental Performance Indicator
ERM	Enterprise risk management
ESG	Environmental, social and governance
GHG	Greenhouse gas
GHSER	General Health, Safety, and Environmental Rules
GRI	Global Reporting Initiative
H <sub>2</sub> S	Hydrogen sulfide
HAZOP	Hazard and Operability Study
HR	Human resources
HSE	Health, Safety, and Environment
HSEIA	Health, Safety, and Environmental Impact Assessment
HSSE	Health, Safety, Security, and Environment
ICV	In-country Value
IFRS	International Financial Reporting Standards
IPCC	Intergovernmental Panel on Climate Change
IT	Information Technology

Abbreviation	Full Acronym
KPIs	Key Performance Indicators
KRIs	Key Risk Indicators
LPG	Liquified Petroleum Gas
MOUs	Memorandum of Understanding
NCEMA	National Standard for Business Continuity Management System
NDP	National Development Program
NGOs	Non-governmental organizations
NORM	Naturally occurring radioactive materials
NOx	Nitrogen Oxides
OHID	Office for Health Improvement and Disparities
OHS	Occupational Health and Safety
PDP	Personalized Development Plans
PPE	Personal Protective Equipment
PPE	Personal Protective Equipment
PSCM	Procurement and Supply Chain Management
SASB	Sustainable Accounting Standards Board
SBM	Single Buoy Mooring
SBM	Single Buoy Mooring
SCHS	Sharjah City for Humanitarian Services
SDGs	Sustainable Development Goals
SEWA	Sharjah Electricity, Water, and Gas Authority
SNOC	Sharjah National Oil Corporation
SOx	Sulfur Oxide
UNCAC	United Nations Convention Against Corruption
UNGC	United Nations Global Compact
UoS	University of Sharjah
USG	United Security Group



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