



Building a **Sustainable Future**





His Highness
Sheikh Tamim Bin Hamad Al Thani
The Amir of the State of Qatar



His Highness
Sheikh Hamad Bin Khalifa Al Thani
The Father Amir

ABOUT THE REPORT

Welcome to Qatar Steel's 12th sustainability report, a testament to our commitment to sustainability, accountability, and transparency. This comprehensive report delves into our sustainability performance throughout the year 2022 (1st of January to 31st of December).

Serving as the cornerstone of our annual public reporting, this document aims at reflecting our dedication to responsible practices. The report is prepared in accordance with the Global Reporting Initiative (GRI) Standards and highlights our performance against key performance indicators aligned with the World Steel Association (worldsteel), the United Nations Sustainable Development Goals (SDGs), CARES Sustainable Constructional Steel (SCS) framework, and BES 6001 Responsible Sourcing certification scheme.

With this report, we want to showcase how Qatar Steel's sustainability roadmap and operational activities contribute to the pursuit of its Environmental, Social, and Governance (ESG) goals. The report does not cover the activities and performances of the organization's Joint Ventures (JV) or of any other external stakeholders.

We encourage you to share your feedback on this report by contacting: sustainability@qatarsteel.com.qa, or P.O. Box: 50090, Mesaieed, State of Qatar.

Cautionary Message

This report contains statements that may be deemed as "forward-looking statements" that express the ways in which Qatar Steel intends to conduct its activities. Forward-looking statements could be identified using terminology such as "plans," "aims," "assumes," "continues," "believes," or any variations of such words that certain actions, events, or results "may," "could," "should," "might," "will," or "would" be taken or be achieved.

Qatar Steel has made every effort to ensure that this report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Qatar Steel's control and therefore do not represent a guarantee that events implied in these forward-looking statements will occur.



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LEADERSHIP STATEMENTS



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MESSAGE FROM OUR CHAIRMAN



SAAD RASHID AL-MUHANNADI
Chairman

Our impressive growth in 2022, which cumulated in a remarkable 28% increase in the Economic Value distributed among all our valued stakeholders.

Welcome to our twelfth Sustainability Report, a testament to our commitment to Building a Sustainable Future. Within the following sections, you will discover a comprehensive overview of our financial data alongside as other key indicators. As you explore these pages, you will witness our impressive growth in 2022, which cumulated in a remarkable 28% increase in the Economic Value distributed among all our valued stakeholders.

In 2022, we were able to deliver outstanding results, with a remarkable 24% increase in net profit compared to the previous year. This growth was primarily fuelled by higher revenues, driven by a notable 14% increase in sales volumes, achieved through our enhanced production levels. One significant milestone was the reactivation of our DR-2 facility, a larger unit that was previously idle. By bringing it back into operation, we gained greater operational flexibility and improved output and efficiencies. However, it's also

2022 marked the development of our refreshed corporate strategy, which centres around creating a more sustainable and environmentally friendly product portfolio.

worth noting that average selling prices experienced a marginal decline of 4% due to softened domestic demand and a slowdown in international steel prices experienced in the second half of the year. Despite this, we managed to redirect most of our volumes to international markets, where although margins tended to be comparatively lower, we were able to maintain profits.

Furthermore 2022 marked the development of our refreshed corporate strategy, which centres around creating a more sustainable and environmentally friendly product portfolio. This strategy aligns with our newly published Sustainability Roadmap. Recognising the current oversupply in domestic markets, we acknowledge the need to forge a new value proposition based on producing sustainable steel, especially given that such an approach opens opportunities in international markets, particularly in Europe and other developed countries. Additionally, our alignment with the principles outlined in the Responsible Steel methodology further supports our future expansion efforts within our current low Carbon intermediate product offering.

Throughout 2022, we dedicated ourselves to the development of our Sustainability Roadmap. Its formation was guided by our unwavering commitment to innovation, as we strive to revolutionise steelmaking practices by integrating environmentally friendly technologies and processes and embrace efficiencies thereby reducing waste. We are resolute in reducing our environmental footprint and maintaining our position

as a responsible steel supplier. Ensuring the health, safety, and well-being of our employees, contractors, and stakeholders is of utmost importance to us. Our workforce is invaluable, and we continue to invest in their development so as to equip them with the necessary skills and knowledge for success in an ever-changing landscape. Moreover, our commitment to sustainability extends beyond our organisational boundaries. We actively engage with and empower the local community, recognising the significance of fostering strong relationships and creating a positive social impact.

Sustainability is not a destination but an ongoing journey that continuously drives us year after year. In the year ahead, we will continue to allocate our resources and maintain an unwavering commitment to Building a Sustainable Future for Qatar.

Our workforce is invaluable, and we continue to invest in their development so as to equip them with the necessary skills and knowledge for success in an ever-changing landscape.

MESSAGE FROM OUR MD AND CEO



ABDULRAHMAN ALI AL-ABDULLA
Managing Director & CEO

2022 represented an exceptional year of operational success for Qatar Steel, driven in the most part by our strategic decision to reactivate the DR-2 facility.

I am proud to share that 2022 represented an exceptional year of operational success for Qatar Steel, driven in the most part by our strategic decision to reactivate the DR-2 facility. This restart of operations resulted in a significant 31% increase in overall production and provided us with enhanced market flexibility in terms of product output.

In addition to these remarkable achievements, 2022 proved to be a pivotal year for our sustainability journey. Not only did we finalise our 2022-2026 Sustainability Roadmap, but we also took proactive steps to embed its principles throughout our organisation. We accomplished this by creating sustainability focused balanced scorecards, whilst also establishing accountability through an RASCI matrix; thus by actively involving our management team, we were able to cascade clear objectives and identify key actions for meeting them.

The roadmap itself is built upon ten strategic macro-objectives, aligned to both national and international frameworks. It sets aspiring goals for product and process innovation,

our alignment with the principles outlined in the Responsible Steel methodology further supports our future expansion efforts within our current low Carbon intermediate product offering.

allowing us to solidify our position globally as a responsible steel manufacturer. To support these aspirations, we increased our production, leading to a nearly 10% year-on-year revenue growth and an extraordinary 28% increase in Economic Value Distributed (EVD). Furthermore, to bolster our value proposition we obtained new product and sustainability certifications and actively sought recognition and independent verification of our accomplishments.

Maintaining a safe and healthy work environment remains a top priority, evident in our outstanding results for Total Recordable Injury Frequency Rate (0.92) and Lost Time Injury Frequency Rate (0.37). Our environmental performance faced some challenges this year, primarily due to the energy-intensive nature of the DR-2 plant and delays in the implementation of the new wastewater treatment plan. Nevertheless, our performance remains among the best in the industry, and we are confident in our ability to further improve as we implement new initiatives currently under discussion.

Our commitment to the growth of our employees, particularly our nationals, is unwavering. By achieving a 100% rate of regular performance reviews and providing all necessary tools and training we continue empower our workforce, enabling them in their fulfilment of their career aspirations. With pride we can confirm that our Qatarisation rate continues to rise impressively, reaching 13.29% in 2022. As always, our efforts extend beyond our

organisation. We actively support the communities in which we operate, aiming to be seen as an employer that fosters Qatar's growth and provides compelling career opportunities for Qataris. Additionally, we are dedicated to making our supply chain practices increasingly sustainable, emphasising support for local suppliers especially small and medium-sized enterprises (SMEs).

While ethical business practices are already ingrained in our organisation, we recognise the importance of continuous improvement. As a result, we are developing new policies to underscore our commitment and ensure every aspect of our business adheres to the highest standards. Our forthcoming Human Rights and Corporate Social Responsibility (CSR) policies will be published next year. We are committed to support the achievement of the ResponsibleSteel vision and mission by integrating its principles into our operations. We intend to achieve ResponsibleSteel certification in 2023.

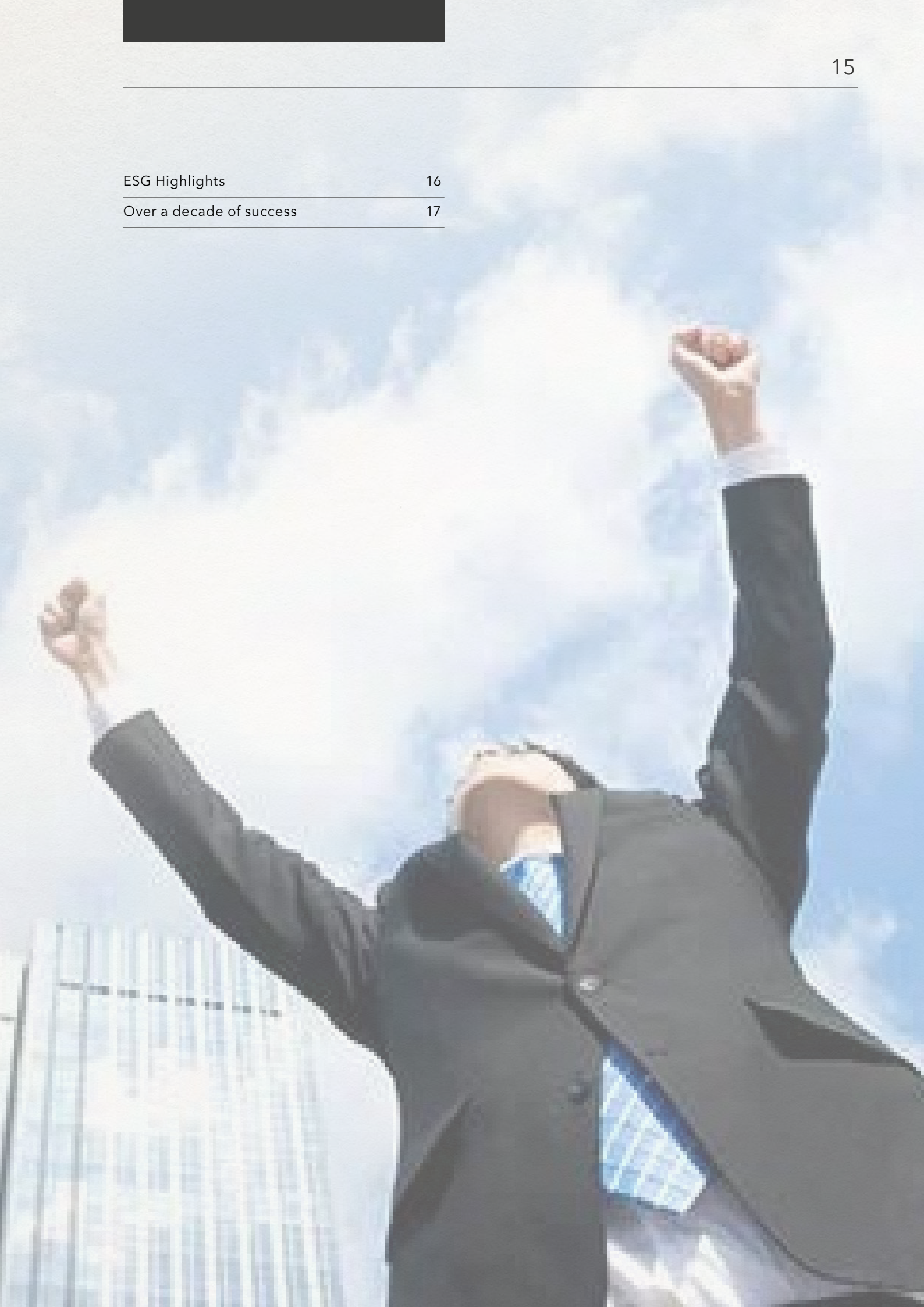
I invite you to delve into our journey throughout 2022 and discover the efforts Qatar Steel has undertaken to build a sustainable future for our organisation and all our esteemed stakeholders.

We actively engage with and empower the local community, recognising the significance of fostering strong relationships and creating a positive social impact.

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ESG HIGHLIGHTS



OVER A DECADE OF SUCCESS

2013

- Qatar Petroleum's **Award for Excellence in Sustainability Reporting** for 2011
- Received UKCARES **Sustainable Reinforcing Steel Re-certification**
- Released Second Sustainability Report

2014

- Received **Waste Management Award** in Qatar Energy and Industry Sector
- QS Laboratory obtains **ISO/IEC 17025:2005** accreditation

2015

- Implemented **Sustainability Roadmap 2020**
- Received a **BRE Global Certification** for Life Cycle Assessment of our products
- Initiated a pilot project to convert our **slag waste into a value-added product**

2016

- 1st integrated steel plant in the region to achieve the **ISO 27001: 2013** certification

2017

- Seminar on optimization of steel slag in construction and road asphaltting to explore options for **reuse of industrial wastes**
- EAF dust dispatched to a neighbouring company for **reuse in cement clinker production**
- **Product conformity certificate** from UK CARES for newly developed QS 600 high strength rebar

2018

- Participated in WSA **CO2 emissions data collection program**
- Developed **new rebar conforming to ASTM A706 Grade 60**, certified by UK CARES
- Upgraded EMS to conform with **ISO14001:2015**

2019

- Completed **UKCARES certification** for sustainability and responsible sourcing with a rating of "VERY GOOD"
- Received "**Safety and Health Excellence Recognition 2019**" from World Steel Association

2020

- First company in the Middle East and one of the 4 companies in the world to achieve "**1 Rosette**" rating
- Celebrated the completion of **12 months period without any Lost Time Injury** (LTIFR of 0)
- Received **Safety and Health Recognition Award** from worldsteel

2021

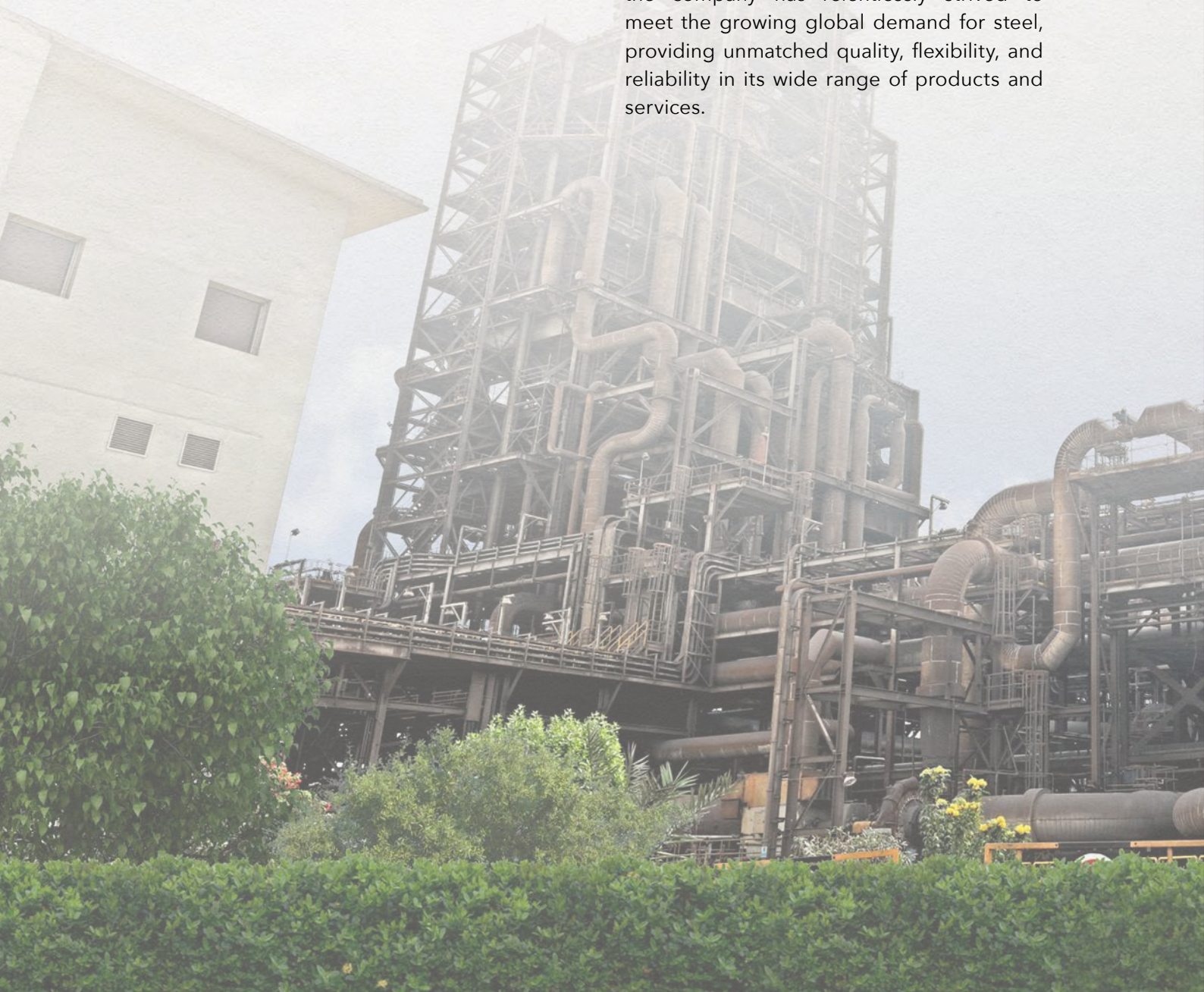
- Developed the new **Sustainability Road Map 2022 - 2026**
- Successfully completed the **GHG verification process** and received the Scope 1 and Scope 2 emissions verification certification
- Achieved Safety and **Health Excellence 2021 Recognition** from World Steel Association's (worldsteel)

2022

- Obtained "**The International Green Mark - EPD label**" from the Gulf Organisation for Research and Development (GORD)
- Received Certificate of Registration - **Qatar Sustainable Construction Material Certification** from Earthna and CARES
- Refreshed **Materiality Assessment**
- Received an **Outstanding Performance Award** from Primetals Technologies for remarkable achievements towards excellence of EF5 operations, with lower power consumption, reduced EAF refractory consumption, higher EAF yield, and very low power-on time

ABOUT QATAR STEEL

Established in 1974 as the first integrated iron and steel plant in the Arabian Gulf, Qatar Steel has solidified its position as a leading force in the steel industry within the Gulf Cooperation Council (GCC) region over a span of 45 years. Beginning commercial production in 1978, the company has relentlessly strived to meet the growing global demand for steel, providing unmatched quality, flexibility, and reliability in its wide range of products and services.



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COMPANY OVERVIEW

Qatar Steel's production plant is strategically located in Mesaieed Industrial City, 45 kilometres south of Doha, serving as the company's corporate headquarters base. Spanning an impressive area of 1,811,773 square meters, the plant and its accompanying office space have been carefully designed, with an additional 243,750 square metres reserved for future development and expansion.

The plant comprises various operational facilities, including direct reduction plants, electric arc furnaces, ladle furnaces, continuous billet casting machines, rolling mills, and calcinated lime plants. These cutting-edge facilities leverage state-of-the-art technology to ensure efficient and high-quality production of direct reduced iron, steel billets, and reinforcing steel bars (rebar).

Since 2003, Qatar Steel has been fully owned by Industries Qatar (IQ), a subsidiary of QatarEnergy with investments in the petrochemicals, fertiliser, and steel sectors.

Qatar Steel operates two primary subsidiaries: UAE-based subsidiary - Qatar Steel Company FZE (QSC FZE) and Qatar Steel Industrial Investment Company. QSC

FZE was established in July 2003 to cater to the increasing demand for wire rods and rebar products in the GCC and international markets. It operates two production facilities located in Jebel Ali Free Zone, Dubai, consisting of a wire rod mill and a rebar mill. The wire rod mill has a capacity of 240,000 metric tonnes per year, while the rebar mill has a capacity of 300,000 metric tonnes per year.

Additionally, Qatar Steel formed a joint venture with Qatar Industrial Manufacturing Company (QIMC) to address local environmental challenges related to rebar corrosion. This collaboration resulted in the establishment of Qatar Metals Coating Company (Q-Coat) in Mesaieed, which specialises in the production of an innovative fusion bonded epoxy-coated Rebar.



For an overview of Qatar Steel's subsidiaries and affiliates and for more information on the organisation's Vision, Mission, Values, and Strategy, please [click here](https://www.qatarsteel.com.qa) or visit <https://www.qatarsteel.com.qa>.

PLANTS, PRODUCTS, AND VALUE CHAIN

Our organisation is fully committed to maximising efficiency and achieving operational excellence throughout our manufacturing processes. We accomplish this through streamlined and synchronised production activities in our state-of-the-art facilities. Regular monitoring and evaluation enable us to continually improve and maintain our commitment to excellence.

Qatar Steel uses the MIDREX® Direct Reduction Plants to produce DRI, which is among the industry's most productive and reliable technologies. The DRI iron produced from the direct reduction plants is used to produce steel. In addition to the two direct reduction units (DR1 and DR2) for iron making, Qatar Steel operates three steelmaking electric arc furnaces (EAF3, EAF4, and EAF5), two rolling mill facilities (RM1 and RM2), and

two auxiliary units (Kiln1 and Kiln2), which produce quicklime and dolomite.

Qatar Steel's main raw materials are Iron Oxide Pellets, procured from Sweden, Oman, Brazil, and other countries, and Steel Scarp, locally supplied (for more details on the Supply Chain Management process please [see p.101](#)).

Our Products:



DRI



BILLETS



REBAR



WIRE ROD &
REBAR IN COIL
(QSC FZE)

In the year 2022, the primary markets for the sale of DRI/HBI, Billets, and rebar were Qatar, accounting for 41% of sales, and the export market, constituting 59% of sales.

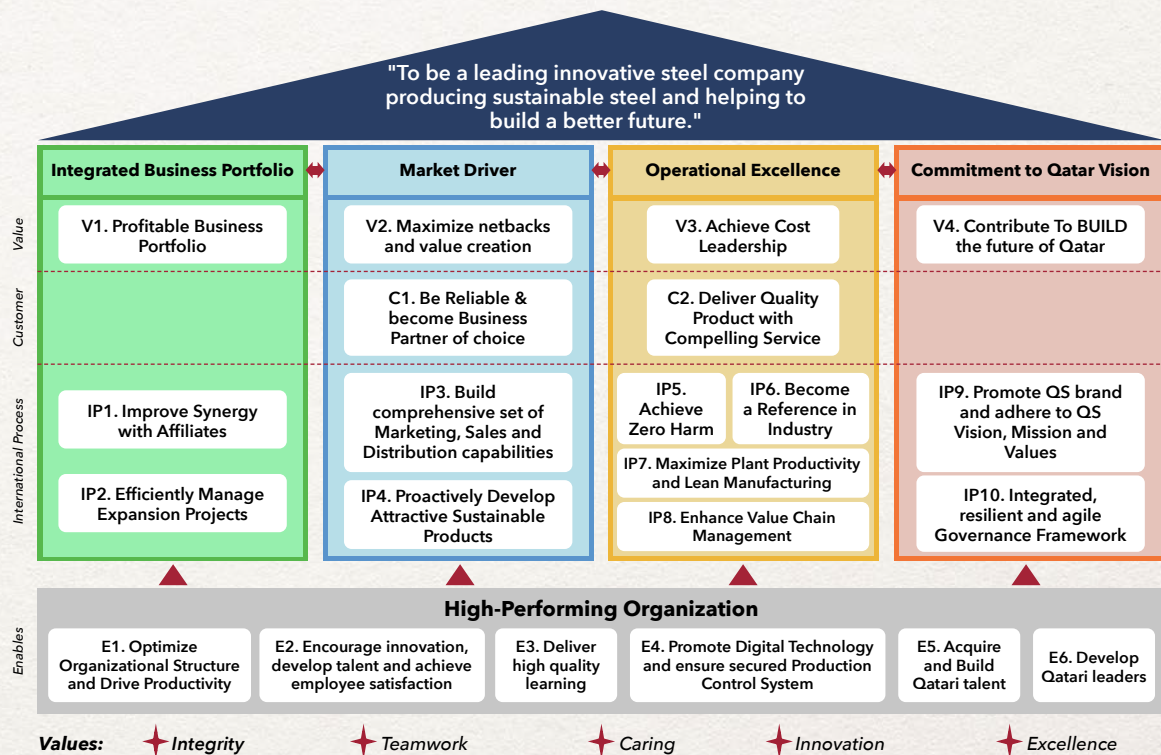
CORPORATE STRATEGY

Qatar Steel's Corporate Strategy Map plays a vital role in ensuring the ongoing success of our business. It serves as a comprehensive framework for managing our business operations, incorporating key priorities that have been identified through extensive consultation with both internal and external stakeholders. These priorities are further dissected into key performance indicators, which are in turn monitored and measured in balanced scorecards and regularly reviewed at all levels of our organisation.

In 2022, our strategy map underwent a comprehensive update to align with our corporate objectives for the next five years. This update was undertaken with a long-term perspective, taking into consideration the company's overarching vision and goals.

By aligning our strategy map with our long-term vision, we can ensure that our actions and initiatives are aligned with our desired outcomes, ultimately driving our business towards sustained success.

Corporate Strategy Map 2022 - 2026



Our Corporate Strategy is centred around the development of a more sustainable and greener product portfolio, which is a threefold strategy:

- Firstly, we aim to optimise production processes and minimise waste generation, thereby increasing overall yield.
- Secondly, the strategy emphasises the implementation of a green pricing mechanism, aiming to maximise the value of sustainable products in the short to medium term. This will result in a dedicated revenue stream (Green Revenue stream).
- Thirdly, Qatar Steel intends to periodically carry out scenario planning workshops, focusing on developing Long term Strategy covering Expansion/ Acquisition, process improvements, Sustainability etc. Additionally, in line with the Qatar National Vision 2030 (QNV), Qatar Steel is in the process of committing to collaboration with the Science Based Targets initiative (SBTi) and adhering to their methodology for setting ambitious targets.

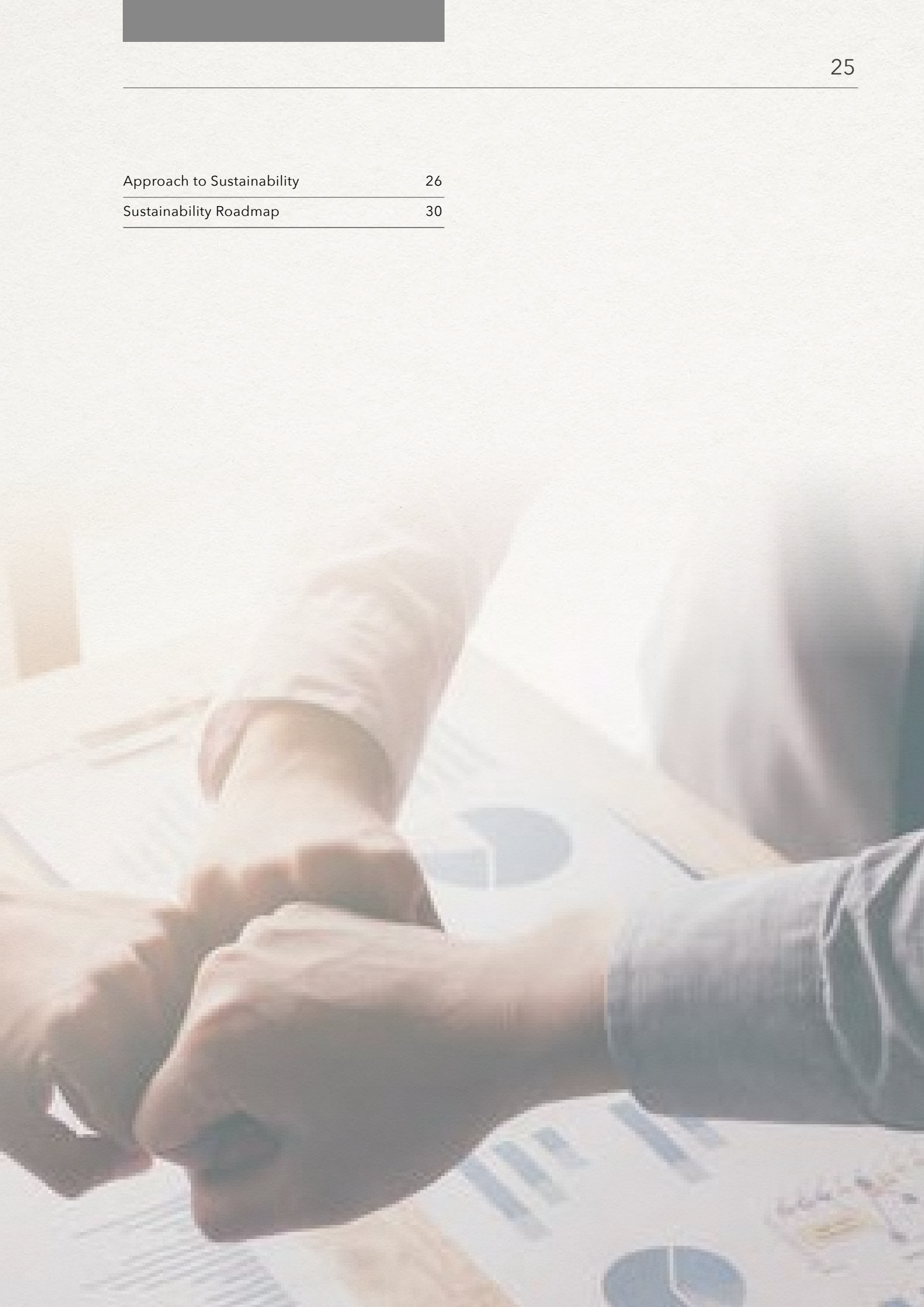
Our strategy also aims at exploring various cost-reduction initiatives through operational diagnostics. By conducting a thorough analysis of our operations, we seek to identify opportunities for optimising efficiency and reducing expenses while maintaining our commitment to sustainability and excellence.



SUSTAINABILITY MANAGEMENT APPROACH

Our dedication to sustainability has been an enduring journey that commenced more than a decade ago. We remain steadfast in our commitment to assess our most significant impacts and implement strategies aimed at continuous improvement. Our overarching objectives revolve around driving innovation in green steelmaking, establishing ourselves as the preferred sustainable steel supplier, reducing our environmental footprint, fostering a culture of zero harm, and nurturing our human capital while empowering the local community.

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APPROACH TO SUSTAINABILITY

Qatar Steel's sustainability management approach serves as the cornerstone for embedding sustainability throughout the company. This approach is underpinned by the integration of several key elements, including the company's Material Topics, Sustainability Policy (please [click here](https://www.qatarsteel.com.qa/wp-content/uploads/2022/03/Sustainability%20Policy%202022.pdf) or visit: <https://www.qatarsteel.com.qa/wp-content/uploads/2022/03/Sustainability%20Policy%202022.pdf>), Sustainability Framework, Corporate Strategy Map 2022-2026, and the Sustainability Roadmap 2022-2026.

These interconnected tools enable us to effectively measure our progress and continually enhance our sustainability initiatives. They guide the company's efforts not only at a local level, aligning with stakeholders' perspectives and the

QNV, but also on an international scale, aligning with the United Nations Sustainable Development Goals (UN SDGs) and the World Steel Association Sustainability Development Charter (worldsteel).

Qatar Steel's Impact: The New Sustainability Charter

In March 2022, Qatar Steel proudly joined the esteemed ranks of the World Steel Association (worldsteel) as a member of its revised and expanded Sustainability Charter. This significant milestone underscores our unwavering commitment to sustainability and our dedication to driving positive change within the steel industry.

The new Sustainability Charter, a comprehensive framework for sustainable practices, is structured around nine fundamental principles. These principles encompass a broad spectrum of sustainability topics, including environmental stewardship, social responsibility, effective governance, and sustainable economic practices. Within these principles, twenty associated criteria serve as benchmarks for measuring and evaluating sustainability performance.

As a Charter Member, Qatar Steel has successfully demonstrated alignment with these rigorous criteria, presenting compelling evidence of its sustainable practices. This membership affirms our position as a frontrunner in sustainable steel production and solidifies our commitment to long-term sustainable development.

Over the next three years, we will continue to embrace the principles and criteria outlined in the worldsteel Sustainability Charter, working diligently to further enhance our sustainability performance.



MATERIALITY ASSESSMENT

Qatar Steel's materiality assessment plays a crucial role in understanding the expectations and needs of our stakeholders. In 2020, a complete materiality assessment was conducted, allowing us to identify and prioritise the most significant sustainability issues through an inclusive and comprehensive stakeholder engagement process. As part of our sustainability management approach, we refresh our material issues every two years. This process involves reviewing the evolving industry landscape and emerging trends while ensuring consistency with our vision, mission, and values. Additionally, during the annual management review meeting focused on sustainability management, the

relevance of these topics is assessed.

In 2022, the refreshed list of material topics resulted in a set of 23 focus areas. To identify them, we analysed regional and international peers, considered industry standards, national and international frameworks and declarations, and took into account the priorities set by ESG rating agencies.

For details regarding the boundary for each material topic identified and for our Sustainability Maturity Assessment kindly refer to [Appendices A and B](#) respectively.

SUSTAINABILITY FRAMEWORK

Our Sustainability Framework revolves around seven key pillars, centred on the core theme of "Building the Future". These pillars, identified based on their significant impact on our













company's performance and stakeholders, form the fundamental basis for the sustainable development of our organization.



Each pillar is directly connected to the material issues that have been recognised as most critical to our company's success and is associated with

specific goals and KPIs. The following table maps this information and additionally highlights the UN SDGs to which each pillar contributes:

Sustainability Pillar	UN SDGs	Material Issues	Material Topics (GRI 3-2)	Pillar Definition
Building the Future	   	Product Stewardship	Customer health and safety Marketing and Labelling Customer privacy	Contributing to building a sustainable future in-line with QNV 2030
		Innovation, Digitalisation, and Sustainable Solutions	-	
Achieving Profitable Growth	   	Operational Efficiency	-	Contributing to Qatar's economic growth by managing Qatar Steel's growth by seizing possible expansion opportunities in operating units [including internal up-gradation and new capacity additions] and through possible strategic investments.
		Economic Performance	Economic Performance	
Ensuring a Safe and Healthy Work Environment	 	Occupational Health and Safety	Occupational Health and Safety	Engaging stakeholders, promoting/driving healthy and safe practices, and supporting the community
		Emergency Response Management		

Sustainability Pillar	UN SDGs	Material Issues	Material Topics (GRI 3-2)	Pillar Definition
Creating a Balanced Ecosystem	  	Air emissions (GHG and others)	Emissions	Efficient use of resources, awareness of the ecosystem, reducing waste for a better future compliance with regulatory bodies
		Energy (efficiency, intensity, and renewables)	Energy	
		Materials and Circular Economy	Materials	
		Water and Effluents	Water and Effluents	
		Waste Management	Waste	
		Biodiversity	Biodiversity	
		Environmental Risk Management	-	
Contributing to National Development	  	Community trust, health, and investment (CSR)	-	Efforts towards building a better society by imparting education, healthcare, and employment opportunities for nationals focusing on the youth population
		Qatarisation	Market Presence	
Developing a High Performing and Motivated Team	   	Recruitment and Management of talents	Employment	Developing people to reach their full potential, improving the organisation's culture, supporting different stages of career lifecycle, and encouraging a welcoming workplace
		Diversity and Equal Opportunities	Diversity and Equal Opportunity	
		Training and Development	Training and Education	
		Labour Management Relationships	-	
Practice Good Governance	 	Governance, Ethics, Compliance, and Integrity	Anti-corruption	Upholding our Values, Code of Conduct, and Training and developing our team members. Promoting Risk Management Culture and positioning QS for sustained business continuity.
		Procurement Practices	Procurement Practices	
		Human Rights	-	
		Reporting and Stakeholder Engagement	-	

SUSTAINABILITY ROADMAP

In 2022, we have developed our 2022-2026 Sustainability Roadmap. The Sustainability Roadmap 2022-2026 builds on the previous roadmap and draws a deeper picture of the strategic objectives that will give us a competitive edge over our regional and international peers, while ensuring a positive contribution to the QNV. The previous six objectives were expanded into ten with a detailed action plan in place to enable us to capture improvement opportunities and performance gaps within the short and medium term.

The values and objectives that informed the development of the new Sustainability Roadmap are the following:

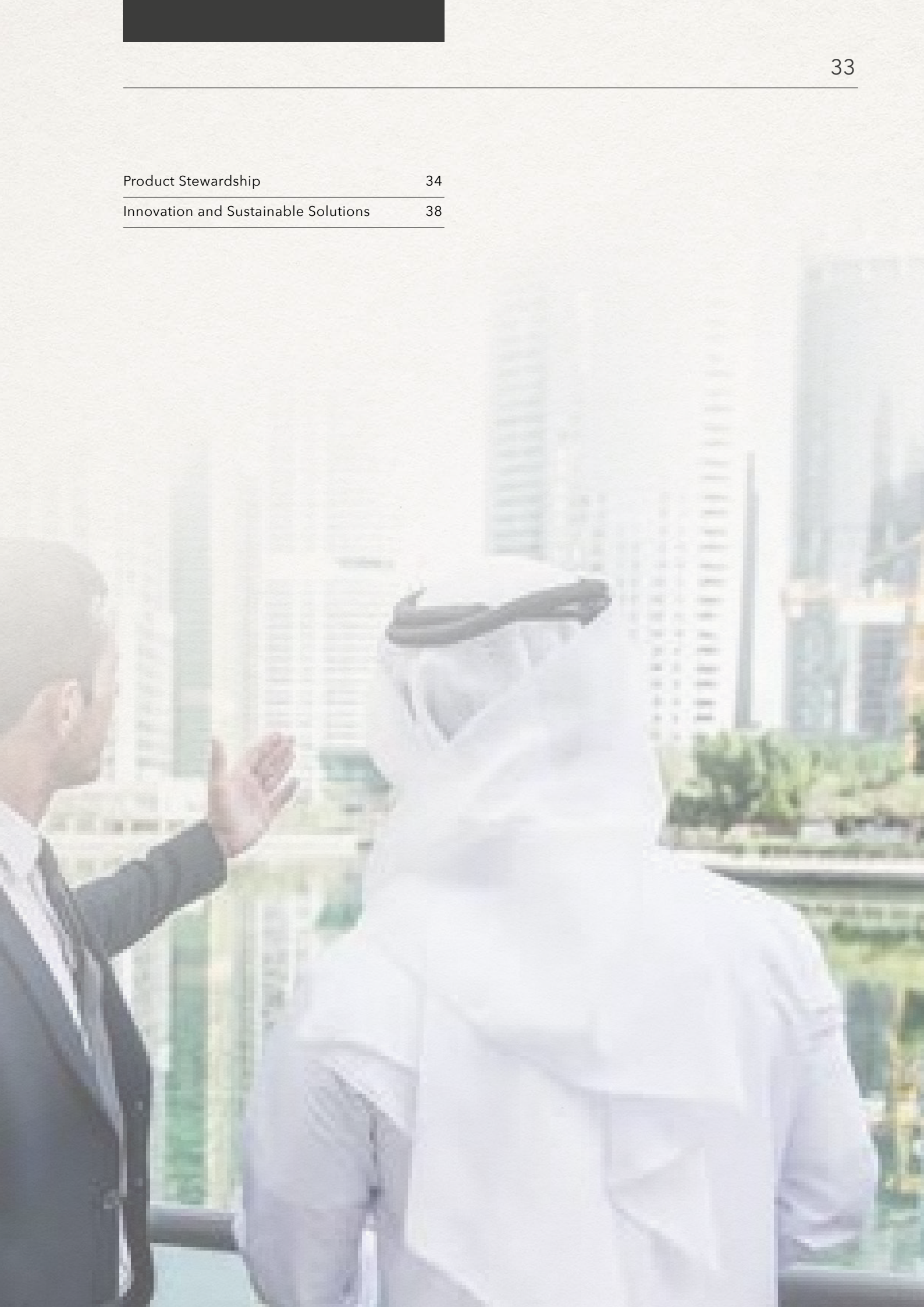
- Through our unwavering focus on innovation, we strive to revolutionise steelmaking practices by integrating environmentally friendly technologies and processes. By embracing sustainable alternatives and investing in research and development, we aim to minimise our ecological impact while meeting the evolving needs of our customers.
- As a responsible steel supplier, we recognise the importance of reducing our environmental footprint. We actively pursue initiatives to optimise energy consumption, minimise waste generation, and decrease emissions throughout our operations. Through the adoption of efficient production methods and the promotion of circular economy principles, we seek to contribute positively to the preservation of our planet's natural resources.
- We are dedicated to cultivating a zero-harm culture across our organisation. We prioritise the health, safety, and well-being of our employees, contractors, and stakeholders. By implementing robust safety protocols, providing comprehensive training programs, and fostering a culture of accountability, we strive to eliminate accidents and create a safe working environment for everyone involved.
- We value our human capital as a vital asset. We invest in employee development, ensuring that our workforce has the necessary skills and knowledge to thrive in a rapidly changing landscape. By promoting diversity, inclusivity, and equal opportunities, we create a workplace that fosters creativity, collaboration, and personal growth.
- Our commitment to sustainability extends beyond our organisational boundaries. We actively engage with and empower the local community, recognising the importance of forging strong relationships and making a positive social impact. Through initiatives such as community outreach programs, education, and support for local businesses, we strive to contribute to the overall well-being and prosperity of the areas in which we operate.

BUILDING THE FUTURE



Our dedication to sustainability has been an In alignment with the Qatar National Vision 2030, Qatar Steel aims to play a pivotal role in creating a sustainable future. Our goal is to establish ourselves as the leading supplier of sustainable steel in the region, both now and in the coming years. We are committed to achieving this by prioritising product quality, traceability, innovation, operational efficiency, and customer satisfaction. Acknowledging the increasing importance of sustainability in the construction industry, Qatar Steel is fully dedicated to spearheading new developments in sustainable construction and ecological innovation.

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PRODUCT STEWARDSHIP

At Qatar Steel, we prioritise product stewardship as a fundamental aspect of our sustainability efforts. It involves employing various strategies to ensure a consistently high standard of quality and safety across our entire value chain, in strict adherence to both national and international standards and regulations.

Our approach to product stewardship encompasses a wide range of activities. We implement rigorous quality control procedures to maintain the integrity of our products. This includes conducting thorough product testing and certification processes to guarantee their safety and reliability.

To ensure customer satisfaction and safety, we actively gather and analyse customer feedback, addressing any concerns or complaints promptly. This feedback-driven approach enables us to continuously improve

our products and services, aligning them with customer needs and safety considerations.

We are proud to say that our approach has enabled us to achieve zero monetary and non-monetary sanctions for non-compliance with regulations and voluntary codes concerning the health and safety impacts of our products, labelling, and product information. Additionally, we have successfully complied with regulations about marketing communications, including advertising, promotion, and sponsorship.

PRODUCTION OVERVIEW

In 2022, Qatar Steel¹ had an annual production of 1.1 MMT (million metric tonnes) of semi-finished product (billets), 1.4 MMT of direct reduced iron (DRI), and 1.3 MMT of finished product (including rebar, wire rod, and rebar in coils). Overall, Qatar Steel's material production increased from 3.0 MMT in 2021 to 4.0 MMT in 2022, because of higher demand.

In April 2020, under the direction of our shareholders, we adopted a production optimisation model based on adjusting production to meet the local market demand

for rebar. This led to mothballing some of our facilities, including the DR1 plant, and producing the required quantity using the remaining assets. In January 2022, due to the increase of demand on the market, we restarted our larger facility (DR2) while idling the smaller unit (DR1). This choice enabled us to achieve multiple objectives, including an increase in the production of DRI and the resumption of production for Hot Briquetted Iron (HBI), allowing us to meet growing export market needs and capitalise on emerging opportunities.

Detailed data regarding production is included on [page 114](#)

¹ These figures include direct reduced iron (DRI), hot briquetted iron (HBI), steel billets, rebar, wire rod, and rebar in coils produced in the facilities in Doha and Dubai.

+31%

OVERALL PRODUCTION
YEAR-ON-YEAR

PRODUCT QUALITY

Qatar Steel strives to provide its customers with the best steel products that meet and exceed international standards. The use of a stringent quality-control system qualifies Qatar Steel for

several international management systems such as ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, SCS and BRE BES 6001 from CARES. Additionally, Qatar Steel holds several product certifications, please [click here](https://www.qatarsteel.com.qa) or visit <https://www.qatarsteel.com.qa> for the list of certifications.

In 2022, we continued to enhance our portfolio of product and sustainability certifications, after going through third-party audits:

- Qatar Sustainable Construction Materials Certification, the Qatar Sustainability Label - Certificate of Registration (CoR) from CARES and Earthna (Member of Qatar Foundation). This makes Qatar Steel the first company in its sector to have received this certificate, which will provide additional credentials to the brand to sell its rebar in the domestic market.
- Certificate of Product Performance as per AS / NZS 4671: 2019 Grade D500N Reinforcing Steel Bar (Rebar, 10mm to 40mm) by the Australasian Certification Authority for Reinforcing and Structural Steels (ACRS). This certificate will enable us to sell our rebar to the Australian and New Zealand construction industries.
- International Green Mark - EPD label from the Gulf Organization for Research and Development (GORD). This certificate

fulfills the requirements of IGM -EPD in accordance with BS EN 15804: is 2013 and guided by EN ISO 14025 standards.

- The Qatari Quality Mark license was renewed from Qatar General Organization for Standardisation, Quality and Conformity Department for the production of Reinforcing Steel Bars conforming to QS BS 4449:2005, Grade B500B, for the sizes 8mm to 40mm.

In addition, Qatar Steel's Quality Assurance Laboratory is ISO/IEC 17025:2017 accredited for Chemical and Mechanical testing of carbon steel used for concrete reinforcement. This accreditation validates our commitment to exceptional product quality, builds trust with auditors and regulatory bodies, and provides customers with a reliable source for testing and measurement.

Qatar Steel maintains the "1 Rosette" rating in the Sustainable Construction Steel (SCS) Certification scheme and a "Very Good" rating in BES 6001 Responsible Sourcing certification, granted by the authority of CARES, for the production of continuous cast steel billets and hot rolled steel bars for the reinforcement of concrete

Qatar Steel's Impact: Continuous Improvement in Quality Assurance

Qatar Steel attended Arablab 2022 event. Arablab, stands as the foremost global event in the laboratory and analytical industry, with a history dating back to its inaugural edition in 1984. Originally drawing 40 exhibitors and 950 visitors, this influential exhibition has witnessed remarkable growth, now hosting over 10,000 delegates throughout its three-day program.

The event gave an insightful experience about the latest technology in laboratory equipment and accordingly, QA considered updating a few lab equipment in line with the latest technology in 2023.

+4

NEW PRODUCT/SUSTAINABILITY
CERTIFICATIONS

PRODUCT TRACEABILITY

At Qatar Steel, we recognise the significance of allowing customers to track the origin of all product components. Regarding raw material sourcing, Qatar Steel purchases iron oxide pellets from globally renowned pellet producers, ensuring the ability to trace their production history back to the palletisation plant. Additionally, locally procured steel scrap can be traced up to the supplier or trader level.

To provide transparency on the product front, we assign a unique charge number to each billet and rebar, accompanied by a material test certificate upon dispatch to the customer. This system enables customers to trace the production history by utilising the heat number assigned to each billet and rebar bundle, which is indicated on the material test certificate. This heat number provides a comprehensive record of the entire production process.

As from 2021, we ensure enhanced traceability by supplying rebars with a product tag featuring Static and Dynamic QR Codes, complying with requirements set by CARES and Qatar Quality Mark from Qatar General Organisation for Standardisation, which further strengthens our commitment to quality and traceability. As of 2022, we have extended this system to our Qatar Steel FZE facility.

By implementing these measures, we enable customers to confidently trace the origin and production history of our products, fostering transparency, trust, and compliance with industry standards.

Further information about the sourcing of raw materials and the life cycle of products can be found in the [Responsible Sourcing and Material Consumption](#) paragraphs.

PRODUCT SAFETY

Product safety plays a crucial role in Qatar Steel's commitment to sustainability and reflects unwavering dedication to providing high-quality, reliable, and secure steel products. The focus on product safety extends beyond compliance with industry regulations to our responsibility to safeguarding the health and welfare of those who interact with our products, from manufacturing to the end-user.

Qatar Steel's products do not cause adverse health effects under normal conditions of use and the composition of steel does not change during use. No risk to the environment and

living organisms is known to result from the mechanical destruction of the steel product itself. (Refer [Page number 5](#) of the EPD report - <https://www.qatarsteel.com.qa/wp-content/uploads/2023/05/CARES-EPD-Certificate.pdf>) The detailed Material Safety Data Sheets (MSDSs) of our products can be provided during the shipment of the product based on the customer's requirements, covering topics such as health effects, first aid measures, emergency response measures, conditions for safe handling and storage, physical and chemical properties of the products and disposal considerations, among others.

CUSTOMER SATISFACTION

Our marketing department encompasses a dedicated division known as Customer Relationship Management (CRM), which focuses on several key responsibilities, including efficiently resolving customer complaints, providing prompt responses to technical inquiries pertaining to all Qatar Steel's products, conducting regular Customer Satisfaction Surveys across all markets, keeping customers informed about the latest products and certifications offered by Qatar Steel, and conducting regular visits to customers, including traders, consultants, contractors, and officials, to ensure their utmost satisfaction.

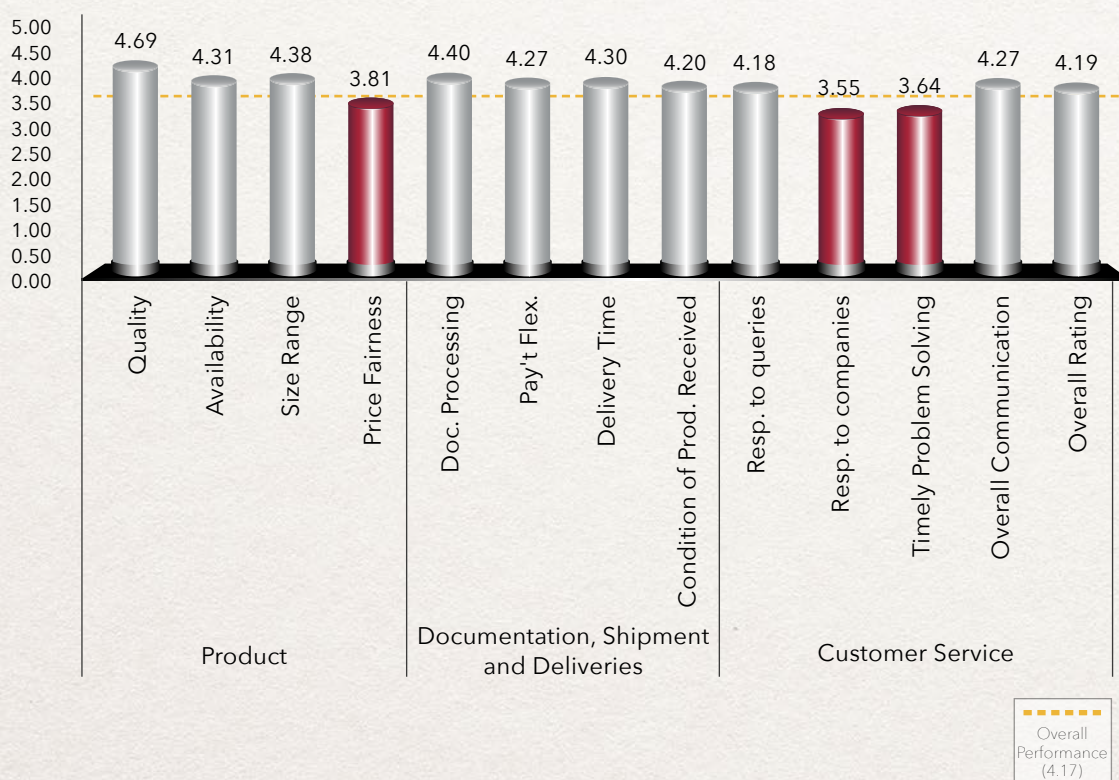
Furthermore, the CRM team actively identifies new service attributes that have the potential to provide a competitive advantage for the organisation. By consistently addressing customer concerns, maintaining open lines of communication, and staying updated on customer needs, the CRM section plays a pivotal role in fostering positive relationships and enhancing customer satisfaction.

An essential milestone in our customer engagement strategy is our Annual Customer Satisfaction Survey. This survey assesses various dimensions, including product quality

and timely response to queries, among others. The exceptional rating resulting from our 2022 Customer Satisfaction Survey is the result of our efforts to enhance delivery speed, order fulfilment, and the ratio of long-term to short-term orders.

Qatar Steel's objective is to attain a minimum average score of 4 in Customer Satisfaction, and we successfully accomplished this in 2022. However, in comparison to the previous year, we experienced a slight decline in our score, dropping from 4.5 to 4.17. This decrease was primarily attributed to low ratings from three customers concerning our pricing, which adhered to the company policy. Nonetheless, we promptly addressed these concerns by visiting the customers and reporting their feedback to the management team.

In 2022, we received and successfully resolved six customer complaints, in alignment with 2021's performance. Our Quality Assurance and Sales and Marketing departments collaborated with other internal teams to diligently investigate the root causes of issues and implement effective corrective and preventive actions, to reduce customer complaints.



INNOVATION AND SUSTAINABLE SOLUTIONS

Innovation in the steel industry plays a pivotal role in driving sustainability. By developing advanced manufacturing techniques, utilising eco-friendly materials, optimising resource efficiency, and developing eco-friendly products, steel producers can reduce environmental and social impact while delivering high-performance products.

INNOVATIVE STEEL PRODUCTS

Qatar Steels' investments in research and development (R&D) aim at creating innovative products that effectively cater to customer demands and drive business growth. These investments are made while adhering to environmentally and socially responsible approaches, thereby promoting sustainable practices across the company's operations.

Over its extensive history, Qatar Steel has consistently excelled in creating cutting-edge solutions and diversifying its product portfolio to adapt to evolving demands. To spearhead product innovation, the Quality Assurance Department collaborates across all operational levels, channelling its efforts primarily into the development of various grades of rebar, wire rod, and billets. These products are meticulously engineered to meet international specifications for the export market, aligning with the specific

requirements of customers.

In pursuit of our goal to introduce and promote three eco-labelled products by 2026, we have made significant progress in 2022. We conducted a thorough examination of ISO 14024 labelling principles and procedures specifically related to construction steel.

These efforts resulted in achieving the Qatar Sustainable Construction Materials Certification, the "Qatar Sustainability Label" in 2022. Qatar Steel also initiated and received an International Green Mark EPD label from GORD (Gulf Organisation for Research and Development) for rebar, please [click here](#) or visit <https://www.qatarsteel.com.qa>.

In response to future customer demands, Qatar Steel will work to obtain a second eco-label, aligning with their requirements.

PARTNERSHIP FOR INNOVATION

Qatar Steel acknowledges the importance of fostering an innovative ecosystem in today's dynamic and unpredictable world. We believe that collaboration is key to driving innovation and achieving success. This commitment is reflected in our Sustainability Roadmap, which outlines our ambitious targets. These include signing at least 2 Memorandums of Understanding

(MoUs) with leading Qatari universities for R&D projects, signing at least 1 MoU with a distinguished Qatari Research Centre, and obtaining at least one patent for innovation by 2026.

In 2022, we successfully identified two entities, and our objective is to initiate discussions with them in 2023.

Qatar Steel's Impact: Networking and Events

In our pursuit of creating a robust business ecosystem, we dedicated our resources to establishing a solid network both within our industry and region. Throughout 2022, we actively engaged in various activities and events that contributed to our growth and collaboration. These included attending and participating in significant gatherings such as the World Steel Association General Meeting, the World Steel Association's Raw Materials Committee (RAMCO), the World Steel Association's Technology Committee (TECO), World Steel Association's Sustainability Reporting Expert Group Meeting (SREG) and the Arab Iron and Steel Union (AISU).



ACHIEVING A PROFITABLE GROWTH AND BUSINESS PORTFOLIO



To achieve robust economic performance, it is essential to establish comprehensive processes and procedures that assess the company's financial well-being and its growth over time. This includes evaluating the financial aspects of operations, revenue generation, and profitability. In the context of sustainability, the ultimate goal is to not only measure the economic value created but also to evaluate the distribution of such value to stakeholders, through factors such as wages, procurement of goods and services, and more.

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ECONOMIC PERFORMANCE

At Qatar Steel, we recognise that maximising netbacks and increasing value creation are crucial market drivers. To achieve this, we focus on cost leadership, providing exceptional services, building robust marketing, sales, and distribution capabilities, and capitalising on the development of sustainable steel products. These factors enable us to remain competitive, meet evolving customer demands, and drive sustainable growth in our market.

GROWTH STRATEGY

The growth strategy formulated for our organisation prioritises agility and flexibility, as emphasised in the [Production Overview](#) paragraph of this report.

Globally, the effects of climate change are becoming more frequent and intense and have also disrupted supply chains and as such, it has become crucial for the company to improve planning through the increased use of digitalisation.

We are also working towards devising an effective marketing strategy for both the domestic and export markets. This entails developing a fresh approach to customer relationship management aiming to enhance our understanding of customer needs and preferences, allowing us to tailor our offerings accordingly. This will enable us to build stronger relationships with our existing customers while attracting new ones.

In parallel, given that domestic markets are currently oversupplied, we recognise the need to develop a new value proposition

which will allow us to explore opportunities in international markets, particularly in Europe and other countries. By identifying potential target markets and conducting thorough market research, we can assess the feasibility and potential profitability of expanding our sales efforts in these regions. Additionally, the alignment to the principles within the ResponsibleSteel methodology will further support this expansion. Qatar Steel intends to implement the decarbonisation strategy and achieve the ResponsibleSteel certification in 2023.

Through these strategic initiatives, we aim to achieve sustainable growth and establish a strong foothold in both domestic and international markets. Our growth strategy encompasses a holistic approach, ensuring we adapt to changing industry trends, remain customer-centric, and contribute to the global transition toward a more sustainable future.

CONSOLIDATED FINANCIAL PERFORMANCE

In 2022, Qatar Steel experienced a significant surge in revenues (+9.7% year on year), predominantly attributed to a 14% increase in sales volumes, primarily driven by higher production volumes. This was made possible by the successful restart of the DR-2 facility, which provided the segment with enhanced operational flexibility and improved output optimisation. However, despite the overall positive performance, selling prices experienced a marginal decrease of 4%. This decline can be attributed to softening domestic demand and a slowdown in international steel prices.

Moreover, in light of the highly volatile post-pandemic market conditions, the availability of high-grade raw materials encountered significant pressure during the initial six months of 2022, leading to a surge in prices.

Regrettably, we were unable to secure additional materials beyond contracted amounts, and our off take was limited accordingly. Furthermore, on the domestic front, our organization faced logistical hurdles as we strived to complete projects ahead of the commencement of Qatar's 2022 World Cup. Thankfully, our diligent efforts ensured that no disruptions occurred to our project timelines.

Concerning the economic value distributed (EVD), which is an indication of the financial value generated and distributed among stakeholders through purchases, wages, and more, we saw a significant increase of almost 28%, which signifies the company's commitment to integrating sustainability and responsible business practices:

Consolidated Financial Performance	Unit	2020	2021	2022
Revenue ¹	mQAR	2,995	3,886	4,262
Economic Value Distributed	mQAR	3,144	3,479	4,448
Note: 1. GRI 2-4: 2020 data were restated with no significant impact				

28%

INCREASE OF **EVD** TO
STAKEHOLDERS YEAR-ON-YEAR

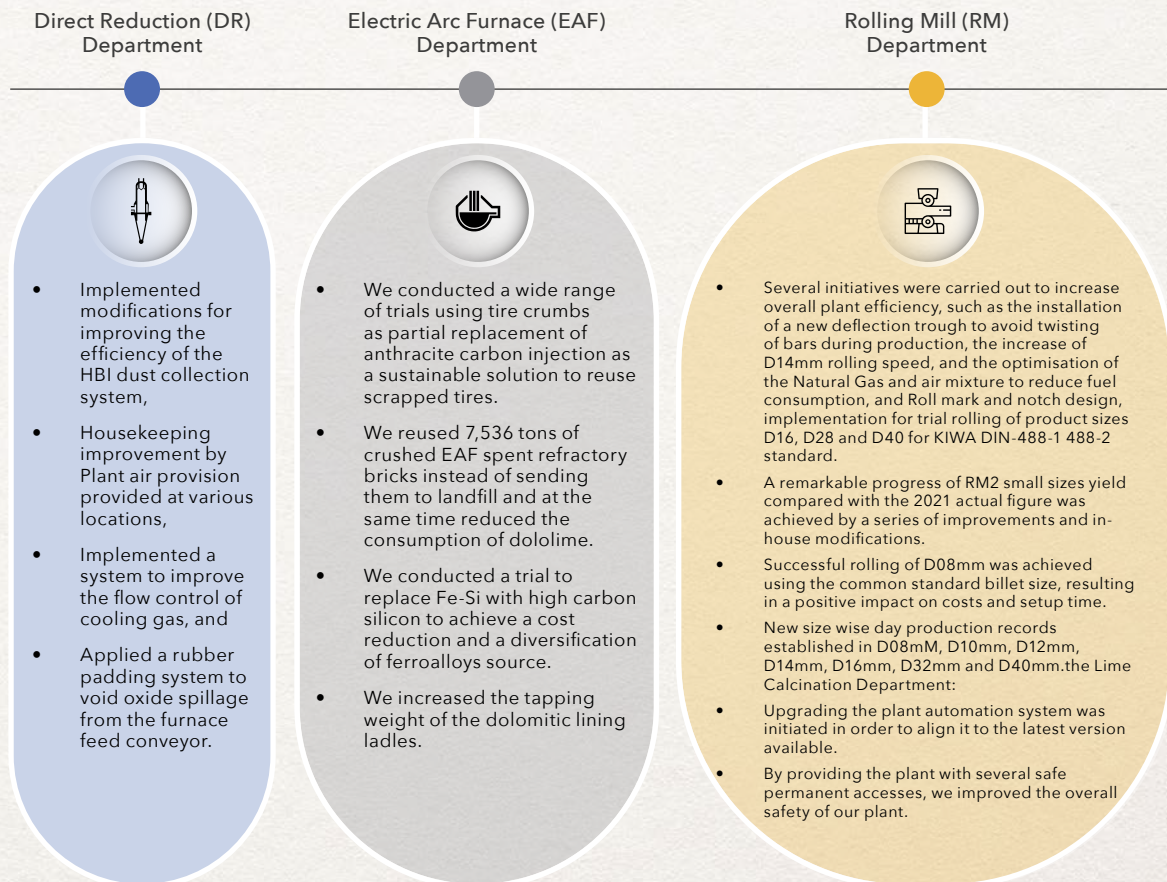
OPERATIONAL EFFICIENCY

Operational efficiency plays a pivotal role in the success and sustainability of modern businesses. For Qatar Steel, this encompasses three key factors: plant modifications to increase efficiency, optimisation of maintenance management, and integration of health, safety, and environmental safeguard measures.

By implementing strategic plant modifications, we aim at enhancing our production processes, minimising waste, and increasing overall efficiency. Furthermore, optimising maintenance management practices ensures equipment reliability,

reduces downtime, and extends the lifespan of assets. Finally, prioritising health, safety, and environmental safeguard measures not only protects employees and the environment but also mitigates potential risks and liabilities.

The following are the main improvements implemented and milestones achieved in 2022 on our plants:



Qatar Steel's Impact: Recognitions for our Exceptional Process Management

In 2022, our company garnered numerous accolades for our exceptional process management. We were presented with appreciation certificates from esteemed suppliers, including Primetals Technologies Austria, commending us for our remarkable accomplishments in various areas such as yield, power consumption, EAF refractory consumption, and carbon footprint. Additionally, RHI Magnesita recognised our outstanding achievement in furnace refractory campaign life, while Grecian Magnesite acknowledged our remarkable accomplishment in continuous casting sequence life. These prestigious recognitions serve as a testament to our exceptional operational efficiency.



ENSURING A SAFE AND HEALTHY WORK ENVIRONMENT



In our commitment to fostering a safe and healthy work environment, we actively engage with stakeholders and promote and drive healthy and safe practices. By aligning our efforts with national and international standards and ambitions, we strive to create a workplace where our employees thrive and excel.

At Qatar Steel, we prioritise the well-being of our workforce and contribute to a sustainable future. Through collaboration and continuous improvement, we aim to cultivate an environment that safeguards the health, safety, and overall well-being of everyone involved in our operations.

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OCCUPATIONAL HEALTH AND SAFETY

Qatar Steel has a strong dedication to ensuring the safety and well-being of its employees and contractors. This is highlighted in the Sustainability Roadmap which has set the strategic objective of achieving a Zero-harm Culture and Performance.

Under the Health, Safety, and Environment (HSE) governance procedure overseen by the HSE Committee, Qatar Steel is committed to adhering to legal, regulatory, and licensing requirements related to occupational health and safety. Additionally, dedicated health and safety committees in each department conduct monthly meetings with employees and management to actively seek feedback on the HSE status in their respective sections.

Qatar Steel has implemented an expansive and well-developed safety

governance structure that ensures efficient communication from top to bottom. This structure facilitates a seamless flow of messages, concerns, and progress reports, enabling informed decision-making. Furthermore, the organisation utilises key performance indicators (KPIs) and dashboards to measure health and safety performance, contributing significantly to the overall management of the topic, ensuring compliance, and identifying areas for improvement.

Qatar Steel's Impact: Best HSE Functional Committee Award

The Contractor Safety Management team was honoured with the prestigious Committee Award for their exceptional performance as the best Health, Safety, and Environment (HSE) Functional Committee, after reviewing the committee's performance in aspects such as frequency of meetings conducted, meetings attendance, output of meeting actions and other criteria.

This recognition signifies the remarkable dedication and outstanding achievements of the Contractor Safety Management team in ensuring the safety of our contractors throughout our operations. Their unwavering commitment to upholding high HSE standards, implementing effective safety protocols, and fostering a culture of safety has been recognised and applauded by the MD and CEO.

HEALTH AND SAFETY MANAGEMENT SYSTEM

We have a Health, Safety, and Environment Management System (HSEMS) in place which conforms to the ISO 45001:2018 standard. The HSEMS applies to all employees and workers who carry out activities on our

premises and is internally and externally audited.

Within the HSEMS, we have developed a comprehensive set of 68 Health and Safety

(H&S) procedures that effectively address a wide range of standard requirements. These procedures have been diligently implemented to guarantee the practice of safe work methods throughout our operations.

Our H&S procedures serve as valuable guidelines for adhering to safety protocols, such as Hazard Identification and Risk Assessment (HIRA), Job Safety Analysis (JSA), Permit to Work (PTW), and Lockout-Tagout (LOTO), during high-risk activities like confined space entry, excavation, hot works, safe lifting, and working at heights, among others.

To foster ongoing enhancements in our management system, we actively engage every employee and contractor, valuing their input and ideas. We strive to include as

many perspectives as possible, recognising that each individual's unique insights can contribute to the continuous improvement of our organisation. By encouraging open communication and creating a culture that values feedback, we promote a collaborative environment where everyone feels empowered to share their thoughts.

Qatar Steel provides several channels to facilitate dialogue between employees and H&S management, including the Safety Observation System, Management Safety Meetings, Toolbox talk meetings, HSE surveys, directly submitting unsafe acts and conditions through the Enterprise Resource Planning (ERP) system in the HSE reporting module, or by contacting senior management during safety walks on the shop floor.

100%

OF EMPLOYEES AND
CONTRACTORS COVERED BY THE
H&S MANAGEMENT SYSTEM

PROCESS SAFETY MANAGEMENT

The newly implemented Process Safety Management (PSM) system in Qatar Steel is a crucial tool for addressing human performance in complex systems with inherent risks. This system comes highly recommended by the World Steel Association and is a mandatory requirement in accordance with ISO 45001:2018.

Originally established by the federal Occupational Safety and Health Administration (OSHA), the PSM regulation

serves as a preventive measure to assist companies in avoiding mishandling or release of Highly Hazardous Chemicals (HHCs). It encompasses various requirements related to the handling, usage, movement, storage, and manufacturing of these harmful substances. Compliance with PSM involves adherence to 14 rules and practices, including Process Safety Information, Process Hazard Analysis, Operating Procedures, Employee Participation, Process Safety Management Training, and more.

In 2022, we launched the Code of Practice for PSM, aimed at defining the minimum requirements necessary to effectively address process deficiencies. This document ensures that proper measures are in place to mitigate risks and promote a secure working environment. By following the guidelines outlined in the code, we can enhance process safety and proactively address any potential issues.

We conduct PSM training quarterly for operational staff from all departments and for a selected group of employees from support services who are involved in change management.

Additionally, in 2022 we attended a PSM Conference held by QatarEnergy. This allowed us to gain a deeper understanding of the PSM framework and its benefits in avoiding incidents.

In the upcoming years, as part of our future PSM plans, we aim to implement several initiatives. Firstly, we will establish a PSM System Auditing Procedure to facilitate regular and systematic reviews of our PSM systems. Secondly, we plan to launch a PSM Awareness eLearning Training program that will be accessible to all employees. This training will raise awareness about process safety management and equip our workforce with the necessary knowledge and skills to contribute to a safer working environment. Lastly, we will establish a Process Safety KPI Monitoring and Reporting System. This system will enable us to monitor key performance indicators related to process safety and generate regular reports.

Through these initiatives, we are committed to strengthening our PSM capabilities and ensuring the highest standards of safety in our operations.

OCCUPATIONAL HEALTH

Our Occupational Health Centre encompasses three key areas, one of which is occupational health services. The primary objective of the centre is to maintain and enhance the health and well-being of our employees. This is achieved through various medical examinations, including pre-employment, periodic, and specialised exams for employees exposed to hazards.

The Centre also covers primary health care and emergency medicine, with a dedicated medical services team comprising doctors, nurses, pharmacists, lab technicians, and

paramedics. These professionals undertake preventative measures, conduct health awareness campaigns, and administer annual medical surveys. Additionally, they provide non-occupational medical and healthcare services to our employees.

Our medical services team has conducted an Occupational Hygiene survey in the past to monitor workers' exposure levels to various elements. A new survey is planned for 2023 to ensure ongoing monitoring and mitigation of occupational hazards.

Enhancements to our existing health and safety procedures and tools are also underway. These include the procurement and installation of a new HSE Performance Statistics board, which will display updated HSE statistics such as live temperature

readings. Furthermore, a Heat Stress Monitoring Station will be installed atop the HSE Building to provide the heat index data, enabling supervisors to adhere to the necessary requirements and safeguard employee well-being.

Qatar Steel's Impact: Occupational Health Initiatives in 2022

Disinfection Drive in QS Premises

In January and February 2022, the Facility Department conducted a disinfection drive as a precautionary measure against the surge of Covid-19 cases. Our pest control contractor sanitised different departments using approved agents, covering a total area of 10,261 square metres. Specialised teams utilised spraying and fogging machines to sterilise office and plant buildings with reported Covid-19 cases.



Heat Stress Campaign: 2022

In June 2022, HSE launched the Heat Stress Awareness Campaign, emphasising individuals' role in preventing heat stress and reducing related cases. Campaign activities included distributing information leaflets and water bottles, providing mandatory refresher training on Heat Stress Management, displaying screensavers with infographics on work on computers, and sending hourly SMS/WhatsApp updates on Heat Index for better work planning.

As part of our health promotion initiatives, our dedicated Medical Services staff has implemented a new health reward system. In 2022, they established a specific criterion, such as blood pressure monitoring, blood sugar control, and lipid profile among others, and conducted screenings to identify deserving employees for Good Health and Health Improvement awards. Among

the eligible individuals, 13 employees received the Good Health Award, while 18 employees were recognised with the Health Improvement Award. As part of these Health Awards, our medical services team distributed health bands, glucometers, and blood pressure monitors to the deserving recipients.

6,200

PEOPLE CONSULTED
IN PRIMARY AND
URGENT CARE.

THE RESULTS OF THE HEALTH
SURVEILLANCE ANALYSIS HIGHLIGHTED
THAT

1,036

EMPLOYEES

(93% OF THOSE THAT UNDERTOOK THE
SURVEILLANCE) ARE AT **LOW HEALTH
RISK OR HEALTHY.**

AVERAGE **QATAR STEEL HEALTH
SCORE INDEX** IMPROVED FROM 2019
84.85 TO

89.27

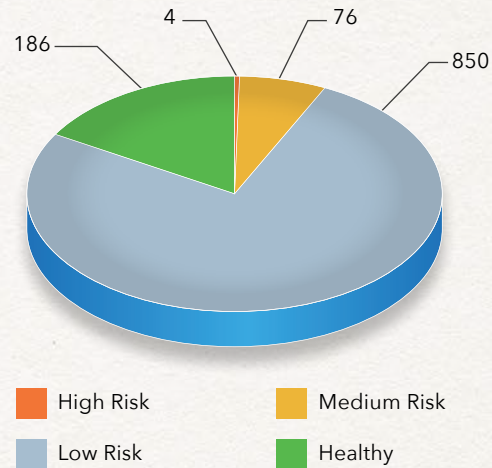
IN 2022.

75

EMPLOYEES TRAINED

AND CERTIFIED IN "FIRST AID AND CPR"

Health Surveillance Analysis based on the Health Score Index



HEALTH AND SAFETY PERFORMANCE

Our H&S procedures play a crucial role in guiding the adherence to safety protocols during high-risk activities. Our risk management process encompasses a comprehensive approach to identify and assess risks and hazards before commencing any activity, irrespective of its nature. As part of this risk management process, all operational departments are responsible for maintaining an approved Hazard Identification and Risk Assessment (HIRA) Register for routine activities. For non-routine activities, a valid Permit to Work (PTW) is required, which necessitates a HIRA or Job Safety Analysis (JSA) to ensure the incorporation of necessary controls. The Operations team (Permit Issuer) and Maintenance team (Permit Executor) are accountable for verifying the implementation of controls before issuing

the permit. Additionally, contractors are also required to submit their risk assessments for review by our HSE department before commencing their activities.

Qatar Steel has also implemented the "STOP Card" system, empowering workers to halt any activity they evaluate to be unsafe or during which they perceive themselves to be in danger. This system encourages a proactive approach to safety by providing a mechanism for employees to report concerns or potential hazards. STOP Card incidents are documented and reported through the Enterprise Resource Planning (ERP) system.

In the event of an incident occurring, Qatar Steel has developed a classification system based on the actual and potential severity of

the incident, ranging from S1 to S5, S1 being the lowest severity. S3 and above incidents are assigned to the HSE Manager for analysis and for selection of a Team Leader. The Team Leader will then carry out a Why Tree analysis methodology of the incident and identify corrective actions.

During 2022, our premises experienced some incidents involving employees and contractors, primarily related to falling from height, hand injuries, and being caught in between objects. To thoroughly investigate these incidents, a comprehensive analysis was conducted using the Why Tree methodology. This analytical approach helped identify the root causes and contributing factors behind each incident, allowing us to implement targeted corrective actions and preventive measures. The implementation of enhanced control measures was executed, and in cases where the risk of injuries remained high despite these measures, additional personal protective equipment (PPE) was adopted.

With the goal of becoming a Zero-harm culture and performance organisation, Qatar Steel has established targets to minimise its Total Recordable Injury Frequency Rate (TRIFR) and Lost Time Injury Frequency Rate (LTIFR), both calculated for employees and contractors.

In 2022, the total recordable injury rate (TRIR) among employees and contractors slightly decreased compared to year 2021 and it continues to be significantly lower than the industry average (see TRIFR, World Steel in the following table). The increase in our Lost Time Injury Frequency Rate (LTIFR) can be attributed to personal failures. As a response, we are currently conducting Behaviour Safety training to improve safety behaviour among our employees. Moreover, we are implementing pre-task risk assessments to enhance communication effectiveness and bolster safety measures.

Safety Performance (employees and contractors)	Unit	2020	2021	2022	2026 target
Total Recordable Injuries	#	2	5	5	-
TRIFR	-	0.16	0.99	0.92	0.81
TRIFR, World Steel	-	3.49	3.82	3.66	-
Lost Time Injuries	#	0	2	2	-
LTIFR	-	0.00	0.40	0.37	0.31
Cases of recordable work-related ill health	#	0	0	0	-
Absence due to sickness	%	1.52	1.14	1.50	-

Qatar Steel's Impact: Hazard and Operability (HAZOP) Reviews

To ensure that safeguards are in place and to evaluate their effectiveness, a periodic and systematic Process Hazard Analysis (PHA) program is essential. Within the process industry, one commonly used technique for PHA are Hazard and Operability (HAZOP) reviews.

As part of our implementation of PSM, we identified specific areas for HAZOP review. These include the Natural Gas (NG) Receiving and Supply System and the core process area of Direct Reduction Plant 2. The HAZOP analyses were conducted following the guidelines outlined in IEC 61882: Hazard and Operability (HAZOP) Studies Application Guide.

During the HAZOP sessions, the main objectives of the team were to identify safety hazards, assess environmental impacts, and address operational issues arising from deviations from normal operating conditions. The team also evaluated the effectiveness of existing safeguards, identified areas that may require additional risk reduction measures, and provided preliminary recommendations to enhance equipment design and operating procedures.

The proposed prevention and mitigation measures derived from the HAZOP will form the basis for developing the Process Safety improvement action plan at our plants. Revalidation of the HAZOP study and its findings will be conducted on a five-year review cycle to ensure the continued effectiveness of the identified measures.



HEALTH AND SAFETY TRAINING

Our H&S procedures play a crucial role in guiding the adherence to safety protocols during high-risk activities. Our risk management process encompasses a comprehensive approach to identify and assess risks and hazards before commencing any activity, irrespective of its nature. As part of this risk management process, all operational departments are responsible for maintaining an approved

Hazard Identification and Risk Assessment (HIRA) Register for routine activities. For non-routine activities, a valid Permit to Work (PTW) is required, which necessitates a HIRA or Job Safety Analysis (JSA) to ensure the incorporation of necessary controls. The Operations team (Permit Issuer) and Maintenance team (Permit Executor) are accountable for verifying the implementation of controls before issuing the permit.

Health and Safety Training	Unit	2020	2021	2022	2026 target
Employee training	Hours	10,200	29,576	27,760	33,862
Average hours of training per employee	Hours/employee	10.61	9.55	9.80	-
Contractor training	Hours	9,565	9,185	9,408	-
Average hours of training per contractor	Hours / contractors	13	10	8	-
Total hours of training	Hours	19,765	38,761	37,168	-

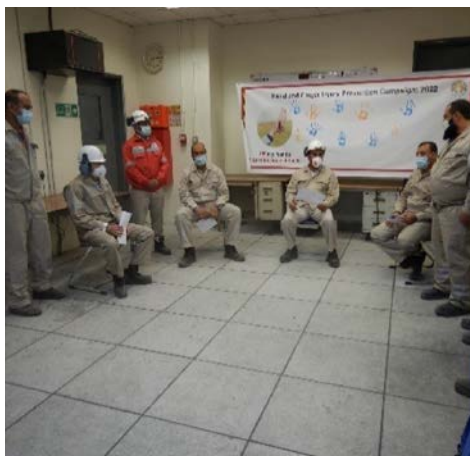
Looking ahead to 2023, we have plans to introduce an Electrical Safety module that addresses the elimination, removal, and prevention of electrical hazards in both

plant and office environments. Additionally, we will develop technical courses based on procedural and needs analysis requirements.

Qatar Steel's Impact: Hand and Finger Injury Prevention Campaign

In 2022, the HSE department initiated the "Hand and Finger Injury Prevention Campaign" to promote a prevention culture among staff and contractors. Spanning two months, the campaign involved various employee engagement activities, such as hand safety stand-downs, where managers and heads of sections led discussions in departments. Additionally, participants imprinted their hand impressions on posters

as a symbol of personal commitment to hand safety. Employee suggestions for preventing hand injuries were encouraged, and workplace walkthrough audits were conducted to identify and rectify hand safety hazards. Safety bulletins on hand safety were shared, and past hand injury cases were discussed during safety moments, highlighting valuable lessons learned.



EMERGENCY RESPONSE PREPAREDNESS

At Qatar Steel the Fire Section offers a comprehensive set of emergency services that utilise a diverse range of firefighting and fire prevention techniques.

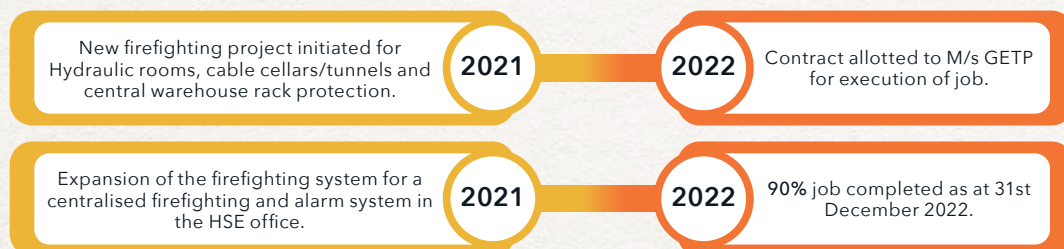
The section is responsible for organising regular training exercises and conducting mock fire drills, rescue and evacuation drills, and emergency first aid training, all part of a proactive approach to ensure preparedness. They also perform routine inspections, testing, and maintenance to ensure the proper operation of firefighting equipment, including extinguishers, breathing apparatus, and fire vehicles/appliances. Additionally, the team monitors the fire alarm and firefighting systems to promptly identify and address any faults or issues that may arise. During 2022, one major (Tier 2) emergency response drill was carried out, the drill scenario was "Fire at GASAL due to gas leakage at Gas Cylinder Storage area and two persons got injured inside Porta Cabin of GASAL unit."

As part of our comprehensive emergency response plans, we have dedicated measures

and protocols specifically designed to address security crises. A robust Security Management Plan has been established and communicated to our security supervisors and guards through an informative awareness session. This session outlined their respective roles and responsibilities in accordance with the plan. To ensure the readiness of our security measures, an unannounced drill is scheduled for 2023.

Furthermore, in order to guarantee seamless business operations, we have formulated a comprehensive Business Continuity Management (BCM) plan. This plan aims to identify essential stakeholders for the communication protocol and is regularly updated as required. Additionally, we carry out business continuity desktop drills to validate the efficacy of the BCM plan.

Initiated projects update:



Health, Safety, and Environment Day: 2022

The annual Health, Safety and Environment Day ceremony was held in October. Attended by Departmental Chiefs Managers and several employees and contractors, the ceremony was opened by our Managing Director and CEO Mr. Abdulrahman Ali Al-Abdulla. The event included awareness presentations by our HSE Department to highlight Qatar Steel's HSE-related achievements.

This event signifies our commitment to uphold and enhance the company's performance, policies, and procedures. It also serves as an acknowledgment and encouragement of a safe work environment. During the event, departments and individuals with outstanding health, safety, and environmental records throughout the year were recognised and rewarded for their achievements.



CREATING A BALANCED ECOSYSTEM



At Qatar Steel, we remain committed to upholding high environmental standards and continually improving our environmental performance. By adhering to regulations, conducting thorough monitoring, and actively seeking innovation, we aim to minimise our environmental footprint and contribute to the sustainable development of Qatar and beyond.

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ENVIRONMENTAL MANAGEMENT AND ENVIRONMENTAL RISK MANAGEMENT

Qatar Steel places significant value on the preservation of our planet's natural environment and is committed to managing its environmental impacts responsibly. We recognise that companies that do not effectively address environmental risks may face challenges to their social license to operate and their financial performance. In line with the QNV, our long-term sustainability objective is to enhance overall business efficiency through continuous innovation while operating within the limits of the ecosystem and available resources.

ENVIRONMENTAL MANAGEMENT

At Qatar Steel, we have implemented an efficient Environment Management System (EMS) that complies with the ISO 14001:2015 standard and meets the Environment Protection Regulations established by the Ministry of Environment and Climate Change (MoECC) in Qatar. We strive for continual improvement of our systems and processes, conducting internal and external audits.

Our environmental performance is measured, analysed, and communicated to stakeholders. We have developed a comprehensive monitoring plan to comply with the Consent to Operate (CTO) permit issued by the MoECC and we share quarterly environmental reports with relevant departments within the organisation, QatarEnergy, and the MoECC. The monitoring and reporting cover topics

such as air emissions, noise levels, ambient air quality, hazardous waste management, groundwater quality, by-products management, and the use of recycled materials within our operational area. All reports and records are carefully reviewed and monitored to ensure compliance. Should any deviations from the CTO conditions be identified, strict mitigation measures and recommended controls are implemented.

In 2022, we successfully secured CTO permits for the graphite electro coating workshop and fuel station. These permits are valid until 2025.

Finally, we are proud to state that we incurred no fines and non-monetary sanctions for non-compliance with environmental laws or regulations over the past three years.

ENVIRONMENTAL RISK MANAGEMENT

At Qatar Steel, environmental risk assessment is an integral part of our comprehensive environmental management approach. We undertake a diligent analysis of both our direct and indirect environmental impacts, examining our interactions with the environment and those of our business partners. Through this process, we identify potential environmental risks, and we maintain a dedicated risk register that classifies them based on severity and magnitude.

Once identified, each environmental risk undergoes a meticulous analysis to determine suitable mitigation actions. Our aim is to reduce the likelihood of the risk occurring or minimise its impact if it does manifest. Our primary emphasis is on tackling critical environmental and climate change-related risks. These efforts encompass preventing potential spills, ensuring proper management of hazardous waste,

complying with CTO conditions, mitigating risks associated with GHG (Greenhouse Gas) emissions, and effectively managing by-products to minimize associated risks.

Proactively addressing these risks is vital to prevent adverse environmental impacts and ensure the long-term sustainability of our operations. Our mitigation actions, for example, prioritise preventive measures such as conducting regular inspections and maintenance activities, and providing comprehensive training to our employees and relevant stakeholders. We also invest in state-of-the-art technologies and infrastructure that adhere to stringent environmental standards.

By identifying and mitigating potential environmental risks, we strive to minimise our environmental impact and safeguard the ecosystems in which we operate.

Qatar Steel's Impact: Environmental Risk Management: Dust Control Strategy

Dust is a micron size fines suspended particles of dry matter and it can be generated from all site activities, transport, process etc., or it can merely result from the action of wind, whipping up soil or sand and depositing the dust elsewhere. An example of an environmental risk addressed by Qatar Steel is dust pollution. In compliance with the requirements set by QatarEnergy and MIC (Mesaieed Industrial City), we have implemented a Dust Control strategy as a standard operating procedure for all stakeholders. This strategy aims to suppress dust emissions and ensure adherence to environmental regulations.

The Dust Control strategy involves several initiatives to mitigate dust pollution and safeguard both the environment and people's health. These initiatives include introducing industrial-grade pendent-operated water sprinkle tankers, also known as -water cannons, to suppress dust at loading points, open yards, and unpaved roads, and implementing interlocking and fixing curb stones along unpaved pathways to prevent dust dispersion.



AIR EMISSIONS (GHG AND OTHERS)

Reducing our air emissions, and in particular our GHG emissions, stands as a pivotal strategic objective outlined in our established sustainability roadmap. A crucial initial phase towards effective GHG management entails precise identification, measurement, and monitoring of our emissions.

GHG EMISSIONS

It is important to note that Qatar Steel distinguishes itself from most international steel manufacturers by utilising natural gas as an energy source for steel production. This is a cleaner and more environmentally friendly alternative to the conventional method of coal burning.

In line with the QatarEnergy GHG Accounting and Reporting Programme, our approach involves managing and reporting GHG emissions as carbon dioxide equivalent (CO₂eq) for Scope 1 and Scope 2 emissions. This framework aligns with the European Union Monitoring and Reporting Regulation (MRR2012), ensuring consistency and adherence to international standards.

Scope 1 emissions encompass direct emissions resulting from fuel combustion (natural gas and flaring) and from emissions that take place in our processes. Emissions due to combustion of natural gas and flared gas are calculated using emission factors derived from the gas characteristics which we periodically analyse. The gasses included in the calculations are CO₂, CH₄ and N₂O from Natural Gas combustion, materials

and process emissions. Scope 2 emissions cover indirect emissions arising from the consumption of electricity. These emissions are calculated using emission factors provided by QatarEnergy for Kahramaa.

To ensure the credibility of our GHG report and verification, QatarEnergy has entrusted SGS, UK as the third-party verifier. We are pleased to announce that Qatar Steel has successfully completed the verification process in April 2023 and obtained the Scope 1 and Scope 2 verification statement in May 2023 (please [click here](#) or visit <https://www.qatarsteel.com.qa>).

Furthermore, to participate in the worldsteel CO₂ emissions data collection programme, Qatar Steel submits CO₂ emission monitoring data to worldsteel annually. In year 2022, we received a recognition for our 15-year participation in the "Worldsteel Climate Action Data Collection Programme" as climate action data provider.

Qatar Steel's Impact: Climate Action

In 2022, based on the submitted annual report on CO₂ and Energy intensity by the World Steel Association, Qatar Steel is positioned in the top 15% performers in terms of CO₂ intensity. This recognition is a result of our ongoing dedication

and focus on reducing CO₂ emission intensity. Additionally, we are proud to have received a 15-year recognition certificate for our continued participation in the worldsteel Climate Action data collection program.



In the current reporting period, both Scope 1 and Scope 2 absolute emissions experienced an increase compared to the previous year. This notable increase can be attributed to the rise in production levels, primarily at the energy intensive DR2 facility, which heavily relies on natural gas combustion.

The reporting of GHG intensity at Qatar Steel is based on the World Steel Association frameworks, which employ the total production of crude steel as the denominator.

It is important to note that although our GHG intensity has increased during the reporting period, our value remains approximately 43% lower than the global industry average, equal to 1.91 tons CO₂eq/ ton of crude steel produced. Even when comparing our intensity to the global average for the DRI-EAF route (equal to 1.65 CO₂eq/ ton of crude steel cast¹), still it is 23% lower.

¹ <https://worldsteel.org/steel-topics/sustainability-indicators/>

GHG Emissions	Unit	2020	2021	2022
Scope 1 emissions	Tonnes of CO ₂ eq	683,740	591,301	983,183
Scope 2 emissions	Tonnes of CO ₂ eq	456,759	367,102	463,869
Total GHG emissions	Tonnes of CO ₂ eq	1,140,499	958,403	1,447,052
GHG intensity ¹	Tonnes CO ₂ eq/ Tonnes of crude steel produced	0.94	0.96	1.34

Note:

1. GRI 2-4: 2020 and 2021 GHG intensity data are restated as GHG intensity is now calculated using the total crude steel production at the denominator instead of the total molten steel production, in order to align the World Steel Association frameworks. These modifications have led to no significant impact on GHG intensity.

As part of our ongoing sustainability journey, we have identified the strategic objective of achieving a Breakthrough Low Carbon Footprint in the Steel Industry.

As part of this commitment, we have set a target to measure and monitor Scope 3 emissions, specifically focusing on transport-related emissions, including upstream and downstream activities, employee transportation, and business travels. This target was incorporated into our updated Sustainability Policy in 2022. As for the

upcoming year, we will map all the sources of transport-related emissions and after that we will start the monitoring process.

Currently, we are actively evaluating the impact of transportation resulting from our production, including both procurement of raw materials and shipping of finished products. To do so, we analyse the percentage of transport taken place via sea or road, while also evaluating our environmental footprint in terms of kilometres per tonne of material:

Transport Impact Assessment Raw Materials	Unit	2020	2021	2022
% of km travelled on road	%	4.06	3.49	2.94
% of km travelled by sea	%	95.94	96.51	97.06
Overall distance travelled by tonne of raw material	km/tonne	0.29	0.15	0.17

Transport Impact Assessment Sold Products	Unit	2020	2021	2022
% of km travelled on road	%	77.49	90.21	93.13
% of km travelled by sea	%	22.51	9.79	6.87
Overall distance travelled by tonne of raw material	km/tonne	1.53	1.18	0.87

During 2022, we also dedicated significant efforts to conducting pre-feasibility studies focused on exploring and evaluating various initiatives aimed at reducing our Scope 1 carbon emissions. One of them revolved around the implementation of H2 DRI (Hydrogen Direct Reduced Iron) technology, in collaboration with our technology supplier (MIDREX). This innovative approach seeks to replace natural gas with hydrogen-based processes.

These studies are still in the early phase of exploration and require a detailed feasibility study and necessary approvals.

Methane management

To effectively manage and reduce the fugitive emissions, Qatar Steel has implemented a comprehensive program focused on monitoring and controlling natural gas losses.

Since 2019, we have initiated a third party-led survey of natural gas pipelines, known as LDAR (Leak Detection and Repair), to systematically monitor gas leakages. This monitoring extends to all potentially leaking equipment, including valves, pumps, flanges, and connectors and is followed by a maintenance campaign aiming at reducing or eliminating such losses.

The final maintenance survey report, which includes Methane Emissions and LDAR findings, provides valuable insights into the emission reduction achieved through equipment repairs and mapping of new sources of leaks. The downward trend of the fugitive emissions, compared to the first period of implementation of LDAR, highlights the efficiency of the program implemented.

Methane Management	Unit	2020	2021	2022
Methane Fugitive Emissions	Tonnes	16.1	1.9	3.6

OTHER AIR EMISSIONS

Significant air emissions for Qatar Steel, as listed on our CTO, are those of sulphur dioxide (SO₂), nitrogen oxides (NO_x), and particulate matter (PM). These emissions primarily result from the combustion of natural gas. To effectively assess and control these environmental emissions, we conduct regular monitoring activities. The monitoring procedures employed include Ambient Air Quality Monitoring (AAQM), monthly assessments of ambient air quality at various locations conducted by a third-party entity, utilisation of Continuous Emission Monitoring Systems (CEMS), and manual stacks monitoring.

To mitigate the impact of emissions, we have implemented pollution control measures

across all emission sources. These measures involve the use of bag house filters at EAFs and lime kilns, cyclone dust collectors, and wet scrubbers at DR Plants. Additionally, the company has established control units to address fugitive emissions, such as conveyor belts, hoppers, and suction hoods.

Despite the production levels increased, during 2022, we were able to keep the amount of pollutants emitted to the air constant (NO_x) or even reduce them (-17.5% SO₂ emissions and -15% PM emissions). The reduction in PM emissions is mainly due to improved dust control measures, such as using fog cannon and increasing the dust suppression frequency.

Air Emissions	Unit	2020	2021	2022
SO ₂	Tonnes	211	97	78
NO _x	Tonnes	538	460	464
PM	Tonnes	326	206	169

-17.5% SO₂

EMISSIONS

-15% PM

EMISSIONS

ENERGY EFFICIENCY, INTENSITY AND RENEWABLES

At Qatar Steel, we acknowledge the energy-intensive nature of steel production, and we are committed to reducing energy consumption to minimise our environmental impact.

Our organisation sets itself apart from competitors in terms of sustainability by employing the Electric Arc Furnace (EAF) route for steel production. This approach is less energy-intensive compared to other widely used steelmaking routes like the Blast Furnace (BF) and Basic Oxygen Furnace (BOF).

In 2022, we witnessed an increase in direct energy consumption due to a rise in the

production of DRI. Similar to the findings from the GHG analysis, when evaluating energy efficiency, we arrive at a corresponding conclusion that the plants didn't exhibit lower levels of efficiency in 2022, but the protocol used to calculate such a KPI is not optimal to represent Qatar Steel's performance in the specific plant configuration maintained in 2022.

Energy	Unit	2020	2021	2022
Direct Energy Consumption	GJ	10,674,839	10,464,591	19,595,479
Indirect Energy Consumption	GJ	3,447,963	2,770,400	3,440,315
Total Energy Consumption	GJ	14,122,802	13,234,991	23,035,794
Renewable Energy	%	0	0	0
Energy intensity ¹	GJ / Tonnes of crude steel produced	11.59	13.21	21.29

Notes:

1. GRI 2-4: data regarding energy intensity have been recalculated using the total crude steel produced instead of the total molten steel produced to align with the Worldsteel Association framework. This has led to no significant impact.

One of our strategic objectives is to take a leading role in driving the energy transition within the region. In pursuit of this objective, specific action plans were devised for 2022. These plans involved exploring opportunities to procure renewable electricity from

Kahramaa, the local utility provider, as well as undertaking the installation of a solar power plant. Currently, feasibility studies are being planned and pre-feasibility studies are internally being carried out for these initiatives.

MATERIALS AND CIRCULAR ECONOMY

Qatar Steel aspires to be the foremost leader in recycling and reusing within the Qatar industry sector. To accomplish this ambition, we remain committed to utilising responsibly sourced materials and maximising the utilisation of recycled or scrap materials whenever feasible, while optimising the management of the by-products that are generated within our processes.

USING RECYCLED RAW MATERIALS IN STEEL MAKING

Scrap is our primary raw material for recycling, obtained both from local suppliers and generated internally during our processes. Additionally, we recycle other materials such as MgO-C bricks and reduced briquettes (RBQ) from our operations. Despite our continuous efforts to increase the amount of recycled materials, the percentage of scrap and the overall proportion of recycled materials used in our processes decreased in 2022. This decline in scrap recycling can be attributed to a reduced availability of

local scrap compared to previous years. To prevent similar situations in the future, we are committed to conducting research to identify new suppliers beyond our local network. Additionally, due to mothballing of cold briquetting plant in 2022, the reduced briquettes (RBQ) were not consumed. However, we experienced an increase in the recycling of MgO-C bricks, which served as a partial replacement for Dolomite bricks in our EAF plant.

Recycled Raw Materials used for Steel Making	Unit	2020	2021	2022	2026 target
Total raw materials to the process ¹	Tonnes	1,477,991	1,185,516	1,294,368	-
Scrap used in the process	Tonnes	464,887	370,990	308,010	-
% of scrap in metallic charge weight ²	%	34	33	25	35
Total Recycled Input Materials ³	Tonnes	490,791	376,654	312,243	-
Total Recycled Input Materials ³	%	33	32	24	-

Notes:

1. Total raw materials used for steel making includes Scrap, DRI/HBI, Ferroalloys, Carburiser, RBQ, Carbon Injection Material, Lime, Dolomite, Lump Coke.
2. Metallic charge includes DRI, HBI, HBI Chips/Fines, DRI Fines, RBQ and Scrap.
3. Total Recycled Materials include Scrap, RBQ (Reduced Briquettes), MgO-C bricks.

BY-PRODUCTS MANAGEMENT

At Qatar Steel, we have successfully developed a thorough protocol that outlines the steps for identification, segregation, collection, and disposal of waste generated as a result of our business operations. In addition, we have conducted extensive research and implemented diverse strategies

to effectively recycle our by-products internally or externally to Qatar Steel.

In 2022 we accomplished a significant milestone, surpassing our 2026 target for recycling all generated Electric Furnace (EF) slag by externally recycling it for several

construction application. Furthermore, we exceeded our initial goal of recycling 84% of all other by-products by doubling the

achievement within the reporting period by recycling through a third party.

Recycled by-products (internally and / or externally)	Unit	2020	2021	2022	2026 target
EF slag	Tonnes	498.50	71.35	306,246	-
EF slag ¹	%	0.3	0.1	233	100
Other by-products recycled	Tonnes	227,959	180,831	408,713	-
Other by-products recycled ¹	%	118	72	164	84
Total recycled by-products	Tonnes	228,458	180,903	714,959	-
Total recycled by-products ¹	%	62	43	188	-
Notes:					
1. Percentages are calculated as the amount of material recycled during the year, over the amount of the same material generated during the year. Percentages higher than 100 indicate that the by-product recycled was not only produced in the reporting year, but also in previous years.					

In pursuit of our goal to become the leader in material management through reuse and recycling, we have undertaken a comprehensive research initiative. Our focus has been on identifying potential avenues for reusing and recycling steel by-products aligning with the World Steel Net-Zero Methodology Pathway. As a result, we have identified several opportunities. Firstly, we successfully commissioned our by-

products briquetting plant, which restarted its operations in 2023. Additionally, we have identified other promising opportunities, including the supply of EAF dust for cement clinker production in a local cement company, recycling lime dust in our DR plant for oxide pellet coating, recycling MgO-C Bricks as a partial replacement of dolomite in EAF, and recycling of DR fines and DR dust in the cold briquetting plant.

MATERIAL EFFICIENCY

To ensure efficient monitoring of our materials management performance, we have implemented a key performance indicator (KPI) that holds great importance for our production process. This KPI is determined by calculating the ratio between

the raw materials utilised in the process and the quantity of semi-finished products produced⁴. Our material efficiency has remained relatively stable over the past three years, showing little variation.

Material Efficiency	Unit	2020	2021	2022
Material Efficiency	%	82.41	84.50	83.59

⁴ Please note that the raw materials included in the calculation are scrap, DRI/HBI, ferroalloys, carburiser, Reduced Briquettes, carbon injection material, lime dolomite, and lump coke. The semi-finished products include billet.

+100%

OF EF SLAG GENERATED SUPPLIED
TO THIRD PARTY FOR RECYCLING.

WATER AND EFFLUENTS

In our commitment to operating responsibly within a water-scarce region, we prioritise reducing water consumption for the benefit of our operations, the community, and the environment.

It is essential to note that our company relies solely on seawater as our primary water source, rather than freshwater resources. The majority of water withdrawn is in fact seawater, utilised for cooling purposes during the process and subsequently discharged back into the sea. Additionally, we procure freshwater from Kahramaa, obtained through the desalination of seawater, which is then utilised in our steel making, rolling mill, and DRI plants. Due to the nature of the steel making and rolling mill processes, the water evaporates and therefore there is no wastewater generation in these plants. On the other hand, the water used in the DRI plant for washing and cooling of reformed gas, is then sent to a water treatment section to abate any ammonia present in the water before being discharged to sea. Part of the treated water is reused in the plant for cooling, irrigation, and other purposes.

Upon analysing our water management practices, it is evident that our primary impact stems from the discharge of water to the sea. Consequently, our efforts are concentrated on minimising the amount

of water discharged by reducing our water requirements, maximising recycling initiatives, and implementing stringent controls to ensure compliance with regulations governing water discharge. By taking these measures, we aim to mitigate our environmental footprint and actively contribute to responsible water management.

In 2022, there were notable increases in water withdrawal, water consumption, and water discharge compared to 2021. These increases were primarily a result of our production shifting to the DR2 plant, which boasts a higher capacity than the DR1 plant operational in 2021.

Regarding water reuse, it is important to highlight that the absolute volume of water reused witnessed a significant growth of over 38%. However, the relative percentage of water reused decreased due to the unavailability of the Near Zero Liquid Discharge (NZLD) Plant, which hindered us from maximizing water reuse opportunities.

Water Management	Unit	2020	2021	2022	2026 target
Total water withdrawn	m ³	74,559,386	51,638,160	142,266,598	-
Seawater withdrawn ¹	m ³	73,885,816	51,200,551	141,434,412	-
Freshwater withdrawn ²	m ³	673,570	437,609	832,186	-
Freshwater intensity ¹	m ³ / Tonne of Molten Steel Produced	0.55	0.44	0.77	0.72
Total water discharged	m ³	74,108,611	51,358,254	141,938,090	-
Total water consumption	m ³	450,775	279,906	328,508	-
Wastewater treated	m ³	287,434	253,694	636,307	-
Wastewater treated and recycled or reused	m ³	64,639	95,991	132,629	-
Wastewater treated and recycled or reused ^{1,3}	%	22.5	37.8	20.8	88.0
Notes: 1. GRI 2-4: 2020 and 2021 data are restated due to recalculations with no significant impact. 2. Qatar Steels uses the term "freshwater" to indicate the water purchased from Kahramaa. As previously described, this is desalinated seawater. 3. The percentage of water reused and recycled is calculated as the total volume of water reused and recycled over the total amount of wastewater generated by the process.					

In order to successfully achieve our water management optimisation objectives, it is imperative that we finalise the construction of the NZLD Plant. Throughout 2022, significant progress was made in terms of equipment

installation and inspection. Looking ahead to 2023, our plan is to complete the installation and inspection, and conduct a cold run of the plant before its official start-up.

WASTE MANAGEMENT

At Qatar Steel, we have developed a comprehensive procedure to effectively manage the identification, segregation, collection, and disposal of waste generated within our operations.

To ensure proper waste management, our procedures include labelling and inspection of all waste before disposal at compliant storage, treatment or disposal facilities. We track and document waste movement using a Waste Transfer Note system. This system includes details such as waste description, location, transfer date and time, quantity, driver information, and vehicle registration. Every waste load must be accompanied by a Waste Transfer Note, and contracted waste carriers are required to submit transfer notes at the company's security gates upon exiting the premises.

A quarterly report summarising all non-hazardous waste shipments is submitted to MoECC. Hazardous waste is temporarily stored in an approved facility and is disposed of locally through third-party contractors under disposal contracts. The waste contractor submits disposal certifications to verify adherence to waste management protocols. Contractor selection is based on strict technical evaluation criteria, and regular performance reviews are conducted. Periodic visits to waste disposal facilities are conducted to assess compliance and ensure proper handling of waste.

Additionally, the Facilities Department has made continuous efforts in the management of non-hazardous waste. We have implemented waste segregation practices starting from the point of generation. Recyclable waste is diverted to appropriate recyclers using designated containers distinguished by colour codes. Blue, yellow, green, brown, and black containers are used for collecting wood, plastic, domestic, general, and paper waste respectively. These properly labelled and colour-coded steel skips and plastic bins are strategically placed throughout the plant and office areas to facilitate segregated waste collection.

In 2022, our endeavours to enhance efficiency and sustainability led us to implement a paperless documentation management system. Under the guidance of top management, the Quality Assurance department collaborated with the IT department to launch a project aimed at digitalising and archiving documentation through an IT-based platform. The objective was to transform our organisation into a paperless entity. As part of this initiative, the Quality Assurance department is actively working with the system developer to

automate the document review workflow, thereby reducing the potential for human error. The project is currently in the testing phase, with progress steadily being made.

Through the implementation of our waste management system, we have successfully achieved a significant reduction in our overall waste production during the past two years.

Waste Management ^{1,2,3}	Unit	2020	2021	2022
Total waste generated	Tonnes	1,938	1,147	1,273
Waste disposed of	Tonnes	1,322	738	834
Waste recycled	Tonnes	616	409	439
Waste recycled	%	31.8	35.6	34.5
Notes: <ol style="list-style-type: none"> 1. The waste streams listed in this table do not include by-products. 2. GRI 2-4: 2020 and 2021 data are restated due to recalculations with no significant impact. 3. The waste managed during the reporting year is equal to the waste generated during the reporting year and the waste carried over from the previous year, minus the waste carried over to the following year. 				

Please refer to [pages 124-126](#) for Qatar Steel's waste management details.

Qatar Steel's Impact: 2nd Waste Management Conference and Exhibition 2022

On June 13th and 14th, 2022 Qatar Steel's representatives participated in the 2nd Waste Management Conference and Exhibition, organised by the Ministry of Municipality. This event was a crucial step towards executing the sustainable strategic plan for waste management and supporting the Zero Waste campaign in Qatar.

The conference featured a range of workshops, seminars, and lectures conducted by local, regional, and international waste management and recycling specialists. These experts shared their knowledge, expertise, and personal experiences, representing their respective local and international companies.

In conjunction with the conference, an exhibition was organised, showcasing the participation of various governmental and semi-governmental departments and institutions involved in waste management. Additionally, local, regional, and international companies and factories specialised in this field also took part in the exhibition.

The Ministry of Municipality aimed to achieve several objectives through this conference. These included the development of a national waste management system, raising awareness about effective waste management methods, promoting the production of energy, fertilizer, and recyclable materials from waste, emphasising community participation in environmental preservation, and encouraging investment in the waste management sector.

BIODIVERSITY

In alignment with the National Biodiversity Strategy and Action Plan 2015-2025, Qatar Steel is fully committed to the preservation of Qatar's natural environment. Stringent measures, including the involvement of consultants and extensive studies, ensure that our operations are conducted in areas with low biodiversity value, minimising any potential harmful impact on the region's biodiversity.

Our facility operates in an area primarily intended for industrial usage, with no natural habitats, reserves, or sanctuaries in close proximity, except for the nearby sea. There are two ports, namely the MIC Mesaieed Industrial City Port and Qatar Steel's Port close to our boundaries and the activities of both are conducting in alignment with Qatar's environmental laws and preventing any detrimental activities.

Environmental Impact Assessment studies conducted prior to new projects have consistently indicated that the area surrounding our plant has low environmental significance and thus a low potential for environmental impacts. To further ensure ecological safety, ecotoxicity studies are conducted whenever new materials are procured.

A comprehensive Biodiversity Impact Assessment conducted in 2021 confirmed that our operations do not occur in areas of

high biodiversity value and do not pose a harmful impact on the regional biodiversity. As a proactive measure to enhance biodiversity within our premises, we undertook a tree plantation initiative in 2021, planting around 139 native tree species that can thrive in Qatar's local climate. In 2022, to support our commitment to biodiversity improvement, we hired a third-party contractor to continue the plantation activity to plant around 1500 trees which is resumed in 2023.

Furthermore, a study commissioned in 2021 assessed the ecotoxicity of substances used in our plants, identifying Sodium Tetraborate and Titanium Oxide as the only substances of concern. Periodic analysis of seawater and groundwater confirm that these substances remain below detection limits, and regular inspections and audits ensure proper disposal of empty chemical containers.

Qatar Steel's Impact: Safeguarding Qatar's biodiversity

On October 25, 2022, a representative from our HSE Department actively participated in a workshop organised by the MoECC. The workshop was conducted by the Department of Wildlife Development, an entity under the Protection and Natural Reserves Sector, in collaboration with the West Asia Office of the United Nations Environment Program. The primary focus of the workshop was the development of a biodiversity database for the State of Qatar.

The event brought together numerous partners and biodiversity specialists from various regions of the country. The participants engaged in productive discussions to determine the most effective

methods for completing the project and ultimately launching the biodiversity database in Qatar. Additionally, the workshop featured several presentations and lectures that provided insights into the current status and achievements of the biodiversity database in the country.

Recognising the significance of the biodiversity database, which serves as a vital component of national strategies and plans, the workshop highlighted its importance for multiple partners and stakeholders. Through active involvement in this workshop, Qatar Steel demonstrated its commitment to promoting and contributing to the conservation of biodiversity in the State of Qatar.



CONTRIBUTING TO NATIONAL GROWTH AND DEVELOPMENT



Creating shared value stands as one of our key sustainability priorities, guiding Qatar Steel's endeavours. We aspire to be an active contributor to the community in which we operate, actively engaging in initiatives that demonstrably enhance the quality of life for the local residents in Qatar. This commitment encompasses various actions, such as community investments, the implementation of local programs, event sponsorships, and donations to charitable causes. Moreover, we place great emphasis on upholding the highest ethical standards, both individually and in our company's operations. Striving for excellence, we conduct our activities in a socially and ethically responsible manner, consistently making conscientious efforts to manage our business as responsible members of our community.

Community Trust, Health, and Investment (CSR)	78
Qatarisation	85



COMMUNITY TRUST, HEALTH, AND INVESTMENT (CSR)

Throughout the reporting period and since the inception of our plant's operations, there have been no recorded incidents of violations related to the rights of indigenous peoples. This achievement further strengthens our ability to foster trust within the communities where we operate.

Qatar Steel is located in Mesaieed Industrial City-MIC, a designated area for industrial usage. There are no local community in the nearby area of the industrial city, hence no direct negative impacts.

As part of our strategic goals, we are committed to empowering local communities. To achieve this, we have established ambitious targets that include augmenting our CSR spending, developing a comprehensive CSR strategy and framework, and implementing a CSR Policy.

We have introduced intense internship programs, lasting eight to twelve weeks every year, for students and/or graduates from various scientific backgrounds. In 2022, twenty

students from national and international universities underwent internship programs at Qatar Steel.

In 2022, we made a significant investment of 35,000 QAR in local CSR projects. This included providing social support to the Qatar Amateur Radio Society, demonstrating our commitment to society and fostering a positive image. The allocated value for this initiative amounted to 20,000 QAR. Additionally, we extended our social support to a school, promoting the plantation of trees within their premises to enhance greenery. A total value of 15,000 QAR was allocated to this endeavour and a certificate was received from Al Salam School.

Qatar Steel's Impact: Qatar's 2022 football World Cup

In 2022, we faced one of the most challenging years of the decade due to the World Football Cup held in Qatar. On one hand, we diligently ensured compliance with all the tournament regulations, while on the other, we made comprehensive arrangements to welcome and provide hospitality to our esteemed VVIP guests. This involved coordinating guest reception and hospitality for 24 individuals from various parts of the world attending the matches. Our arrangements encompassed accommodation, dining, local transportation, visa assistance, and presenting them with distinguished souvenirs. Additionally,

we successfully navigated the complex procedures to secure group match tickets and distributed them randomly among our employees. Moreover, our dedicated employees actively participated as volunteers during the matches, collectively contributing 115 hours of voluntary service.

Last but not least, Qatar Steel was proud to announce through its newsletter its association in the development of infrastructure around Qatar, which was needed to host the event, and including the World Cup stadiums.

In line with our commitment to employee well-being and community service, we continue to take proactive measures in organising and participating in events and activities. The

following is a list of the events and activities carried out in 2022, all designed to promote wellness and foster harmony among our employees and our community.

February: NATIONAL SPORTS DAY



Within the limiting guidelines as set by MOPH and QE for COVID protocol and in an effort to prevent any employee and their families from spreading the infection of the disease, Qatar Steel celebrated the national sports day event virtually. Consistent with our ongoing commitment to promoting the benefits of a healthy lifestyle and fostering a fit society, in line with the visionary leadership of our country, we distributed sports gift bags to each employee. By promoting sports as an integral part of our healthy culture, we strive to enhance the well-being of our employees.

March: INTERNATIONAL WOMENS DAY



International Women's Day (March 8) is a global day celebrating the social, economic, cultural and political achievements of women. The day also marks a call to action for accelerating women's equality. On this occasion, Qatar Steel paid respect to all women's working in Qatar Steel and in the region and to their families.

March: **WORLD KIDNEY DAY**



Qatar Steel conducted an awareness campaign in social media around the consequences of having kidney problems.

March: **WASTE FREE ENVIRONMENT CAMPAIGN**



Qatar Steel took part in the Waste-Free Environment campaign at the Al Wakra family beach. Along with our top management, other young Qataris participated in the campaign. The aim of the campaign was to 'clean up, recycle and make a difference'. Some of our employees participated as volunteers in the activity, collectively contributing 30 hours of voluntary service.

March: **RECYCLING - SAVING THE ENVIROMENT CAMPAIGN**



Qatar Steel took part in the Waste-Free Recycling helps reduce greenhouse gas emissions by reducing energy consumption. Using recycled materials at Qatar Steel we produce reinforcement bars that reduce the need for virgin materials. This avoids greenhouse gas emissions that would result from extracting or mining virgin materials.

March: **WORLD WATER DAY**



Qatar Steel took part in the Waste-Free Recycling On World Water Day, held on 22 March every year since 1993, Qatar Steel raised the importance of freshwater conservation. World Water Day celebrates water and raises awareness around the 2.2 billion people living without access to safe water. A core focus of World Water Day is to support the achievement of Sustainable Development Goal 6: Water and Sanitation for all by 2030.

April: **WORLD SAFETY DAY**



On the occasion of World Safety Day, the MD and CEO issued a statement in accordance with the guidelines set by the World Steel Association. Additionally, later in the year, the HSE day was celebrated with selected contractors and Qatar Steel management. As part of this celebration, a 450ml double-walled flask was distributed to all employees, symbolising our commitment to safety.

Furthermore, a custom-made trophy was awarded to exemplary contractors and Qatar Steel leaders who consistently upheld a strong safety culture throughout the year.

June: **WORLD ENVIRONMENT DAY**



World Environment Day takes place every year on the 5th of June. It is the United Nations' flagship day for promoting global awareness and action for the environment. Throughout the years, we have actively participated in awareness campaigns to promote progress on environmental fronts.

June: **DISTRIBUTION OF HIJRI (ARABIC CALANDER) TO MUSLIM COMMUNITY**



The Hijri calendar holds great significance as it commemorates the Prophet Muhammad's pilgrimage from Mecca to Medina, which led to the establishment of the first Muslim community. During this period, special efforts were made to distribute the calendar among the local community and our Muslim employees.

June: WORLD DAY TO COMBAT DESERTIFICATION and DROUGHT



The 2022 Desertification and Drought Day, held on the 17th of June, focused on the transformation of degraded land into healthy land. Restoring degraded land not only brings economic resilience but also creates employment opportunities, increases income, and enhances food security. Additionally, it aids in the recovery of biodiversity, sequesters atmospheric carbon, and helps mitigate the impacts of climate change. At Qatar Steel, our objective was to raise awareness about this issue through virtual means.

June: WORLD BLOOD DONOR DAY



Qatar Steel received certificate of appreciation from Hamad Medical Corporation (HMC) for organising blood donation with Qatar Steel employees and enhance blood collection for the blood bank in the past years. In 2022, this was not possible due to Covid restrictions.

September: WORLD HEART DAY



At Qatar Steel, we raised awareness regarding heart health through the 'know your risk campaign', by setting up posters, posting on social media, and an article published in our newsletter.

September: **WORLD OZONE DAY**



At Qatar Steel, we held the 'build consciousness' campaign through posters and posts in social media to raise awareness regarding the threats posed by ozone depletive gasses.

September: **WORLD ENVIRONMENTAL HEALTH DAY**



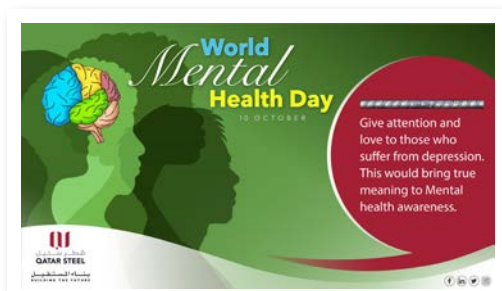
At Qatar Steel, we held the 'save the earth' campaign through posters and posts in social media to raise awareness regarding environmental protection.

October: **WORLD DYSLLEXIA AWARENESS DAY**



Dyslexia Awareness Week was held from October 7th to 12th, 2022. This annual event aims to promote understanding of dyslexia, its implications, and how we can provide support to individuals with dyslexia.

October: **WORLD MENTAL HEALTH DAY**



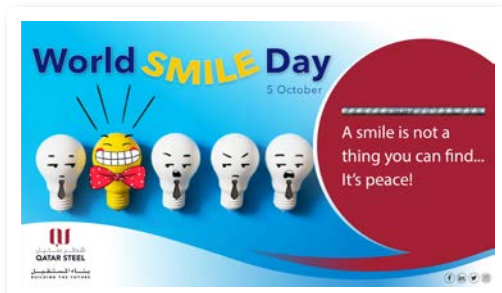
The objective of World Mental Health Day is to raise global awareness about mental health issues and mobilise efforts to support mental well-being. This day provides an opportunity for workers in the sector to discuss their activities and highlight the steps needed to ensure accessible mental health care for people worldwide. We made efforts to connect with all our employees through emails and phone calls to raise awareness about this cause.

October: BREAST CANCER AWARENESS CAMPAIGN



The month of October is recognised as Breast Cancer Awareness Month, an annual campaign aimed at raising awareness about the impact of breast cancer. At Qatar Steel, we have joined forces to support and uplift women in need.

October: WORLD SMILE DAY



"A smile costs nothing, yet it creates everything." The first Friday of October is celebrated worldwide as World Smile Day. This special day encourages people to perform acts of kindness, spreading goodwill and cheer.

December: QATAR NATIONAL DAY



As part of our social responsibility, we expressed our gratitude to the capable leadership of Qatar and commemorated the day through a social media post.

QATARISATION

Qatar Steel has implemented numerous measures to enhance the representation of nationals within its workforce, specifically in key positions. These initiatives exemplify our commitment towards supporting Qatar's 2030 National Vision.

We have implemented a comprehensive approach to attract and retain local talent:

- Developing targeted human capital programs for attracting Qataris: To attract fresh talent, we adhere to local industry best practices by offering competitive pay packages, specialised training programs, and continuous career development opportunities. Our attractive salary and benefits packages include group insurance, retirement benefits, tuition reimbursement, sick leave, and paid vacation.
- Focusing on education: We actively support educational opportunities through

scholarships and sponsorship programs, as well as providing alternative work arrangements for newly hired Qatari trainees. Qatar Steel had implemented an On-job Training program for young graduates which was completed successfully by two Qataris and an internship program for local students. We have also invested over 1 mQAR in education for Qatari students and Qatar Steel employees through a scholarship program which allowed 5 Qataris to study in the UK and 1 to attend the university of Doha for Science and Technology.

Qatar Steel's target is to achieve a 20% Qatarisation rate in the next five years. In 2022, we observed a slight decrease in our performance (-7% year on year), despite hiring 6 new Qatari employees, compared to 1 in 2021. However, when considering the overall picture, our performance remains in line with the targets set.

Qatarisation	Unit	2020	2021	2022	2026 target
Qatari employees	#	158	152	153	-
Qatarisation rate	%	14.74	14.31	13.29	20
Qatari new hires	#	11	1	6	-
Qatari senior management	#	1	1	1	-

Qatar Steel is fully committed to reach the nationalisation target of 20% by 2026. Our comprehensive strategy involves a year-on-year increase of around 3 percentage points in the local content, starting from a baseline of 8.6% in

2019. To achieve this target, we will actively offer full-time job opportunities to qualified interns and intensify the recruitment of local talents. We have set a target to recruit 8 Qatari employees during 2023.

Qatar Steel's Impact: Recognition by Qatar University

Qatar Steel received the "Employer Recognition" award by Qatar University, as it was recognised as one of the employers who have supported and collaborated to provide internships, sponsorships, and promising career opportunities for the students at Qatar

University. The Ceremony was held at Ibn Khaldoun Hall in Qatar University on 22nd September 2022. Mr. Adil Ahmed Al-Shamaa, Head of Learning and Development, accepted the award on behalf of Qatar Steel.

DEVELOPING A HIGH PERFORMING AND MOTIVATED TEAM



In accordance with the QNV, our company remains firmly dedicated to the welfare and advancement of its employees, striving to become a distinguished employer of choice in the region. This objective is realised through our ongoing efforts to establish and maintain a flexible working environment and a robust talent retention framework. Recognising that employee well-being is pivotal to the overall success of the organisation, we diligently uphold equal opportunities, extend generous benefits and allowances, and institute formal mechanisms to effectively address any employee grievances or concerns.

Recruitment and Management of talents	88
Diversity and Equal Opportunities	90
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RECRUITMENT AND MANAGEMENT OF TALENTS

Qatar Steel employs a strategic approach to attract and retain exceptional individuals. It encompasses targeted recruitment strategies, ongoing skill enhancement programs, and the creation of a supportive work environment. Qatar Steel's primary goal is to maximise the potential of employees and contribute to the overall success of the organisation. By effectively managing talent, we ensure that the right individuals with the appropriate skills are placed in the correct roles, thereby fostering increased productivity, innovation, and competitiveness.

In order to ensure transparency and effectiveness in our recruitment processes and talent management, we have established a comprehensive framework of processes and procedures. This includes key policies such as the Staffing and Placement Policy, Working Hours and Leave Policy, Allowances and Benefits Policy, as well as the Separation, End of Service, and Insurance Benefit Policy. These policies collectively provide clear guidelines and standards to promote fairness,

accountability, and efficiency in our workforce management practices, ultimately supporting our commitment to successful recruitment, employee well-being, and talent retention. Qatar Steel is actively pursuing to set a Talent Management Section within Human Resources which will oversee critical tasks such as strategic Qatarisation, rewards and compensation, performance management, and succession planning.

Qatar Steel's Impact: Motivating our People

In 2022, our company organised two significant events to acknowledge and support our employees: the Long Service Awards Ceremony and a Team Building Workshop.

The Long Service Awards Ceremony is a tradition at our company, where retiring employees are recognised and rewarded for their dedication and commitment. The MD and CEO presented appreciation certificates to employees who demonstrated consistent contributions and a knowledge-sharing approach, reflecting our company's core values and positioning us ahead of our competitors. Employees with service ranging from 10 to 30 years were specifically recognised for their contributions to the company's development and its leading position in the steel industry. This appreciation has been an integral part of our approach since the company's inception, recognising those who contribute to our success and carry our vision into the future.



The team-building workshop is an effective means to incorporate corporate social responsibility (CSR) in our daily routines. Investing in developing employees' work attitude and fostering engagement not only enhances our organisation's authenticity but also promotes connectivity among different teams within the company. By emphasising teamwork and cooperation, we aim to strengthen employee engagement and cultivate a positive work culture that aligns with our values and objectives.



EMPLOYMENT AND TURNOVER

In 2022, we successfully expanded our workforce, witnessing a 4.2% increase in manpower from January to December. This growth was made possible through the addition of 106 new employees to our team.

This achievement reflects our dedication to strengthening our workforce and ensuring we have the necessary talent to support our organisational goals.

New Employee Hires	Unit	2020	2021	2022
New employee hires	#	22	37	106 ¹
Notes:				
1. Please note that the increase in hires in 2022 is due to business needs, linked to the increased production.				

In order to prioritise the happiness and satisfaction of our employees, we have implemented an extensive array of benefits. These include life insurance coverage, wages above the Qatar Labour minimum wage, health care benefits, disability and invalidity coverage, maternal leave support, retirement provisions, education assistance programs, annual leave entitlements, annual air ticket allocation, dependents coverage for visa, air ticket, and medical needs, marriage loan for Qatari males, car loans and furniture grants, company-provided transportation or transportation allowance, company-provided accommodation or housing allowance, as well as gratuity and end-of-service benefits.

Furthermore, as part of our ongoing commitment to employee engagement, we conduct an employee engagement survey every three years. The most recent survey was conducted in 2021, and we have scheduled the next survey for 2024. These surveys allow us to gather valuable feedback from our employees, assess their level of engagement, and identify areas for improvement.

Our continuous efforts have yielded notable results, particularly in reducing voluntary turnover rates among our employees. This year, we achieved an impressive low turnover rate of 2.4%, reflecting a remarkable decrease of over 40% in number of employees that left the company compared to the previous year (2021).

Employees that Left the Organisation	Unit	2020	2021	2022
Total number of employees that left the organisation	#	785	47	28
Board Approved Headcount	#	1,845	1,076	1,146
Turnover rate ¹	%	42.6%	4.4%	2.4%
Notes:				
1. Please note that turnover rate is calculated as the ratio between the total number of employees that left the organization and the Board Approved Headcount.				

DIVERSITY AND EQUAL OPPORTUNITIES

Qatar Steel has taken measures to promote inclusivity, fairness, and non-discrimination in the workplace. We value and embrace diversity, providing equal opportunities for all employees and cultivating a sense of belonging. We strive to ensure that no one faces unequal burdens or is denied benefits based on any factor, treating individuals fairly, according to their individual merit. Furthermore, we have implemented systems to prevent any form of harassment, fostering a safe and respectful work environment for all.

Qatar Steel's workforce is a diverse mix of 25 nationalities from around the world, excluding Qatari nationals. Equal Employment Opportunities (EEO) form an essential part of our culture. We have established strong governance systems based on principles of fairness and mutual respect, which are evident in various policies related to Grievances, Appeals, and Ethics. These principles permeate throughout the entire employment journey, starting from pre-boarding, on-boarding, and even off-boarding processes. Our ambition to foster human capital development translates into creating a work environment that promotes diversity and balance. In order to accomplish this, we have planned specific actions. These include the establishment of internship

programs tailored for female fresh graduates, particularly those in STEM fields. Additionally, we actively participate in university job fairs to attract women who possess the necessary educational backgrounds for positions within our organisation, specifically in the field of Quality and Safety (QS).

While acknowledging the challenging nature of this target given the industrial sector in which we operate, we remain committed to our goals. In pursuit of our objectives for 2022, we made significant progress by hiring three female employees, representing nearly 3% of our new hires. Although we acknowledge that there is still a long way to go, we are dedicated to fostering diversity and inclusion within our workforce.

Diversity and Equal Opportunities	Unit	2020	2021	2022
Women in the workforce	%	0.93	0.75	0.87

REMUNERATION PROCESS AND FAIR WAGES

Ensuring non-discrimination and equal treatment is crucial, and a fundamental aspect of this is reflected in providing equal wages. At Qatar Steel, we are fully committed to upholding fair wages for all our employees, with a particular emphasis on eliminating any gender disparities. We firmly believe that compensation should be based on merit and job responsibilities, rather than any other factors.

In order to ensure this, we have developed a remuneration structure for our senior executives that encompasses several components, including fixed pay and variable pay, bonus and annual increment, termination payments, and end-of-service

benefits. Additionally, senior executives may be eligible for acting allowances in certain circumstances. In particular, bonuses and annual merit increments for all employees are determined based on individual performance results, company's financial results and annual guidelines received from our parent organisation.

To ensure alignment with inflation and adaptation to social and economic changes, the impact and effectiveness of our policy is evaluated every three years. This periodic assessment allows us to gauge the relevance and efficacy of our strategies in light of evolving circumstances.

Fair Wages	Unit	2020	2021	2022
Gender Pay Gap	%	-25	-9	-40
Ratio of average salary of women to men	-	1.25	1.09	1.40

TRAINING AND DEVELOPMENT

At Qatar Steel, we believe that investing in training and development programs cultivates a skilled and adaptable workforce, enhancing the organisation's human capital. As part of our strategic objective to nurture human capital, we have therefore set a specific target to increase training hours per employee. This target is aimed at facilitating the growth and development of our workforce.

By 2026, we intend to achieve a milestone of 54 training hours per employee. Through increased training hours, we aim to empower our workforce, promote continuous learning, and equip our employees with the necessary tools and expertise to succeed in their roles.

In 2022, our company has established partnerships with the World Steel Association, leveraging their steel university online programs to provide our employees with access to an extensive collection of Metallurgy courses.

Furthermore, based on the recommendation of our senior management, significant emphasis was placed on enhancing our training programs. We have introduced a range of new technical training topics, including Problem Solving and Decision-Making Skills for Engineers, Preventive and Predictive Maintenance, Process Plant Optimisation Technology, and Continual Improvement.

Additionally, we have incorporated soft skills courses such as Presentation Skills, Negotiation Skills, and Planning and Organising.

We have also expanded our internal training program, organising it around five main categories: HSE Training, Technical Training, Soft Skills Training, English Language and E-learning.

The trainings requirements of each employee are used to compile an In-house training calendar, which is subsequently distributed to all employees via our departmental training coordinators.

In 2022, our training hours increased by almost 19% compared to 2021 and the cost of training per employee increased over 91% in the same period, indicating that the organisation is actively investing in its employees' skill development and knowledge enhancement.

Training and Development	Unit	2020	2021	2022	2026 target
Total hours of training	Hours	18,020	31,212	37,073	-
Training per employee	Hours/employee	17	29	32	54
Average cost of training per employee	QAR/employee	401	583	1,115	-

As part of our future plans, we are dedicated to increase the hours of training per employee per year primarily to meet the industry average of 40 hours and to become one of the best performers by 2026. Additionally, we are committed to diversifying our training programs to include sustainability-related topics. This expansion reflects our recognition

of the importance of environmental and social responsibility in today's business landscape.

In our upcoming plans for 2023, we are aiming to deliver a total of 22 HSE programs, 11 Technical programs, 6 Soft Skills programs, and 7 IT Skills programs.

+91%

COST OF TRAINING PER
EMPLOYEE IN 2022

PERFORMANCE REVIEW

At our organisation, we prioritise the growth and development of our employees. To achieve this, we have implemented a comprehensive Yearly Appraisal Process that assesses our employees' performance in three key areas: technical performance, behavioural performance, and individually defined objectives. This process allows us to provide constructive feedback, recognise achievements, identify areas for improvement, and support their professional advancement

within the company. Within our performance review process, we thoroughly examine the training requirements of our employees and design customised programs to address their individual needs.

To improve low performers' performance, we have implemented a focused Performance Improvement Plan (PIP) in coordination with the Learning and Development Department. In 2022, we enrolled 17 employees in the PIP.

Performance Review	Unit	2020	2021	2022
Male employees that regularly receive a performance review	%	100	100	100
Female employees that regularly receive a performance review	%	100	100	100
Overall employees that regularly receive a performance review	%	100	100	100

100%

OF EMPLOYEES RECEIVE A YEARLY PERFORMANCE REVIEW

LABOUR MANAGEMENT RELATIONSHIPS

COLLECTIVE BARGAINING

Qatar Steel operates in full compliance with the regulations and guidelines set forth by the State of Qatar and QatarEnergy. However, it is important to note that the prevailing system in place limits opportunities for the exercise of

certain rights such as Freedom of Association and Collective Bargaining. Despite this, it is noteworthy that there have been no indications or requests from employees to form organisations or associations.

NOTICE PERIODS REGARDING OPERATIONAL CHANGES

To ensure the protection and well-being of its employees during the implementation of significant operational changes that could have substantial effects on their employment, Qatar Steel has thoughtfully established a notice period process. This process takes into account the service ages of the workforce and accordingly offers a notice period ranging from one to three months.

This proactive approach demonstrates our commitment to providing our employees and their representatives with sufficient time and information to prepare for any upcoming changes. By offering a notice period based on service ages, the company recognizes the varying needs and circumstances of its workforce and aims to minimize any potential hardships resulting from these changes.

PRACTICE GOOD GOVERNANCE



At Qatar Steel, we uphold our values through our Code of Conduct. We foster a risk management culture that positions Qatar Steel for sustained business continuity. Our responsible governance procedures enable effective business risk management and the cultivation of long-term relationships with our employees and community, rooted in trust and goodwill. During challenging times, the support of our strong governance structure has been integral in maintaining business continuity, serving our customers, and ensuring the safety of our people.

Governance and Ethics	96
Human Rights	100
Procurement Practice	101
Reporting and Stakeholder Engagement	104



GOVERNANCE AND ETHICS

Fostering a system of governance and accountability based on the principles of transparency, integrity, and independence, is key to ensuring operational excellence at Qatar Steel.

Qatar Steel's commitment towards efficient and ethical leadership is driven by the company's Corporate Governance Charter, which provides the principles for the Board of Directors in its foundation of independence and protecting shareholders' rights.

Qatar Steel published a Code of Ethics and Business Conduct in 2010 and has followed it ever since. The Code is available to all employees in the company's intranet. On a yearly basis all employees are required to acknowledge their acceptance of the

Code. Additionally, it is also shared with stakeholders based on their request or as per requirement on need-to-know basis.

The "Harassment Grievance Handling Policy" has been implemented and proven to be effective in our organisation. The policy encompasses various crucial aspects, including uniform treatment, time limits, employee grievances, employee discipline, domestic inquiries, the company's policy on sexual harassment, and the information security policy.

BOARD OF DIRECTORS

The Board of Directors, consisting of seven highly skilled members, is appointed by the sole shareholder, Industries Qatar (IQ). The key governing bodies within the corporation are the Board of Directors (BoD) and the Board Audit Committee, which comprises Board members. Each member of the Board serves a three-year tenure.

To ensure ethical conduct, the Board of Directors has approved a Code of Ethics and Business Conduct Policy. Additionally, two members are appointed as Ethics Committee

members to oversee conflicts of interest. Annually, a comprehensive declaration is signed by all board members, covering personal and business transactions, as well as identifying and addressing any conflicts of interest that may arise.

The Board Charter includes an approved Directors Remuneration Policy. In the case of the Board of Directors, their remuneration is determined by IQ on a fixed basis in accordance with the Articles of Association (AOA).

Board Composition	Unit	2020	2021	2022
Members of the BoD	#	7	7	7
Executive members of the BoD	#	1	1	1
Non-executive members of the BoD	#	6	6	6
Males on the BoD	#	7	7	7
Females on the BoD	#	0	0	0

The Board and Committees Performance Assessment Policy is part of the corporate governance structure put in place to assess

the effectiveness of the Board of Directors and the Board Committees.



SAAD RASHID AL-MUHANNADI
Chairman



ABDULLA MOHAMED AL-MAHMOUD
Vice Chairman



ABDULRAHMAN ALI AL-ABDULLA
Managing Director & CEO



KHALID JAHAM AL-KUWARI
Director



ADEL ABDULLA AL-RUMAIHI
Director



HAYTHAM ABDULAZIZ AL-MEER
Director



MOHD ALI AHMED AL-MOHAMMED
Director

RISK MANAGEMENT

Qatar Steel's Integrated Enterprise Risk Management (ERM) framework is instrumental in driving value creation by facilitating the achievement of the company's strategic, tactical, and operational objectives. This framework is supported by a culture that emphasises the importance of risk management at all levels of governance, including the Board, Board Audit Committee, Qatar Steel Risk Management Committee, and functional levels. Risk-based decision-making is ingrained in our culture, with risk assessments integrated into key decisions to mitigate business and strategic risks effectively. The ERM Framework is governed by the Qatar Steel Risk Management Policy, Qatar Steel Fraud Risk Management Policy, and Qatar Steel Business Continuity Management Policy. The Board Audit Committee has been entrusted with the oversight of these policies, ensuring that risks above the Qatar Steel Board Approved Risk

Appetite and tolerance levels are properly mitigated or managed.

Our risk management draws from established frameworks such as the COSO Framework and ISO31000:2009.

Fraud risks, including corruption risks, hold significant priority within Qatar Steel, as demonstrated by the implementation of a Fraud Risk Management Policy in 2021. All business areas have identified key fraud risks, including corruption, aligning them with the Companywide Risk Management Policy and Code of Ethics.

Company-wide awareness sessions have been conducted, ensuring comprehensive risk identification and assessment throughout the value chain. Emphasis has been placed on internal controls to safeguard assets and regulate behaviours pertaining to fraud and corruption risks.

Corruption	Unit	2020	2021	2022
Operations assessed for risks related to corruption	#	1	11	16
Operations assessed for risks related to corruption	%	6	69	100

Qatar Steel's Impact: Risk Management

In 2022, we successfully organised an annual Team Building event, featuring a presentation by the President of the Institute of Risk Management in Qatar. During the event, updates on ERM and business continuity management were shared, utilising real-world case studies. This informative session provided valuable insights and perspectives

to the company's leadership, emphasising the significance of reinforcing our existing business resilience and fostering a strong enterprise risk management culture. By leveraging these learnings, we aim to enhance our ability to identify and mitigate risks effectively, ensuring the long-term success and sustainability of our organisation.

A key risk faced in 2022 was related to the potential disruption of supply chain pipelines and activities due to the 2022 Qatar World Cup. This major event resulted in a significant influx of people in the country and the implementation of heightened security measures by the State of Qatar to ensure the smooth hosting of the games. However, through our proactive planning and organisation, we were able to effectively manage our supply chain activities, resulting in no disruptions to our operations.

Over the next two years, we will gradually introduce the utilisation of risk stress testing and risk scenario analysis as essential inputs in our company's strategy formulation and implementation. This exploration aims to assess the cost-benefit value associated with these risk management tools. By incorporating them into our decision-making processes, we can gain valuable insights into potential risks, evaluate their impacts, and make informed strategic choices.

Qatar Steel's Impact: Climate Risk

The company's top 10 risks, which are actively monitored by the Risk Management Committee and the Board Audit Committee, include climate-related risks. To address them, the company prioritises the evaluation and implementation of key initiatives that promote climate-friendly processes and technologies. It is mandatory for all new projects and initiatives across the company

to consider climate-friendly approaches. To mitigate the risks associated with floods, the company has comprehensive business continuity plans in place. These plans outline specific measures and strategies to address flood-related risks. Continuous monitoring of operational activities is conducted to ensure that none of these activities contribute to the risks of rising sea levels and flooding.

INTERNAL AUDIT

The role of Internal Audit remains pivotal in the governance and management systems of our company. It serves as a crucial assurance mechanism, ensuring that adequate systems, policies, and procedures are in place and being adhered to ensure the achievement of the company's objectives and safeguarding of its assets.

Furthermore, the Internal Audit function provides reasonable assurance that the systems and procedures are in place and being adhered to ensure timely and accurate reporting to the directors, management, and

stakeholders. Additionally, it assures that the policies and practices are in place to monitor the company's compliance with appropriate laws and regulations.

The Board Audit Committee continues to provide valuable support to the Board in fulfilling its oversight responsibilities. This includes ensuring the integrity of the company's financial statements and financial reporting processes, evaluating the effectiveness of internal control systems, and overseeing the internal audit processes.

HUMAN RIGHTS

Enhancing the strength and effectiveness of our internal governance is a key objective outlined in our recently devised Sustainability Roadmap. As part of this initiative, we recognise the significance of implementing policies that address material topics such as Human Rights. These policies serve as crucial governance documents, enabling us to articulate our stance on these issues and provide clarity on our management approach for both internal and external stakeholders.

The organisation has successfully implemented a comprehensive Code of Ethics to guide the conduct of its employees. Additionally, the company has established Ethics Committee and a Grievance Committee, which includes provisions for addressing discrimination and harassment concerns. To further mitigate risks, the company has introduced a Fraud Risk Policy and an Appeal Committee. Notably, the HR Department maintains a risk register that encompasses potential human rights risks.

Furthermore, the employee contract at our organisation covers various Human Rights related topics, including the following:

- Probation period: The contract specifies the duration and terms of the probationary period for new employees.
- Employee Salary and allowances: The contract outlines the details of the employee's salary and any additional allowances they are entitled to.
- Holidays: The contract includes provisions regarding the employee's annual leave, public holidays, and any other authorised time off.
- End of contract requirements: The contract outlines the procedures and obligations for both parties upon the termination or

completion of the employment contract.

- Training: The contract may include provisions regarding training opportunities and requirements for employee development.
- Air tickets (once a year): The contract may stipulate provisions for providing air tickets to employees for travel purposes, typically on an annual basis.

It is important to note that the Ministry of Interior Qatar sets the minimum age for Employment Visa at 18, ensuring compliance with regulations related to the employment of individuals in the country.

Additionally, we have commenced work on developing a comprehensive Human Rights policy, which will outline our principles, values, and guidelines pertaining to Human Rights, ensuring that our operations uphold the highest standards in this regard.

The forthcoming Human Rights policy will encompass various aspects, including the promotion of fair labour practices, non-discrimination, and the prevention of forced labour and child exploitation. It will establish a framework for identifying, assessing, and addressing potential Human Rights risks throughout our operations.

PROCUREMENT PRACTICES

In line with our strategic objective of Championing Sustainability Stewardship, we have established a series of targets related to our procurement practices that will be implemented progressively, aiming to have them all fully in place by the end of 2023.

These targets include the development of a comprehensive 'Supplier Code of Conduct' and the creation of a 'Responsible Sourcing' Policy. Additionally, we will conduct a thorough assessment of all our suppliers to identify their sustainability impact in areas such as health and safety, environment, and human rights. Furthermore, an annual evaluation of suppliers based on environmental, social, and governance (ESG) factors will be conducted, with the outcomes of these assessments being reported in our sustainability reports.

As of today, we have in place tools such as Qatar Steel's Governance Charter and Procurement Policy (please [click here](https://www.qatarsteel.com.qa) or visit www.qatarsteel.com.qa) which serve as frameworks for implementing best practices in the supply chain management. In 2022 we introduced the "Responsible Sourcing" Policy which emphasises our will for fair business practices and health and safety, environmental and human rights protection within supplier organisations, and we expect all suppliers to comply with a Code of Ethics and Business Conduct policies.

To optimise our interventions, a thorough analysis of our suppliers has been conducted to identify key categories. The classification of these suppliers as "key" is determined by two primary factors: the volume of materials purchased from them and the corresponding

spending. Based on this analysis, it has been concluded that the key suppliers are those from whom we procure the following raw materials: iron ore pellets, steel scrap, ferro silicon manganese, and ferro silicon. For these suppliers, an evaluation sheet has been prepared based on ESG criteria, with the possible achievable score ranging from 0 to 100. Qatar Steel preferably engages with suppliers having scores higher than 50. Suppliers with established Environmental, Health, and Safety Management Systems are given priority through this scoring process, while those without such systems are encouraged to develop their policies and governance frameworks. Furthermore, we encourage suppliers to adhere to human rights and labour practice standards, including ILO conventions on child and forced labour, non-discrimination, and more.

Additionally, since 2016, we hold the BRE BES 6001 Issue 3.1 responsible sourcing certification from CARES. This certification ensures that our construction products are manufactured using responsibly sourced materials. The BRE standard BES 6001 encompasses various aspects such as organisational governance, supply chain management, and environmental and social considerations, all of which must be addressed to ensure responsible sourcing of construction products.

QATAR STEEL'S CONTRACT EMPLOYEES

The organisation maintained a consistent number of contractors throughout the year 2022, with an average of 1,058 contractors working with us. The contractor count ranged from a minimum of 906 to a maximum of 1,361, as determined by monthly averages. The nature of our organisation, operating in a sector with continuous operations year-round, contributed to the absence of significant fluctuations in contractor numbers.

Qatar Steel hires contractors for a wide range of activities, encompassing skilled and unskilled manpower, security services, service room waiters, IT staff, crane operators, cleaning services, emergency medical service, and various others.

All Contract Employees are ensured to be paid above the minimum wage as all contracts stipulated by Qatar Steel require that the Contractor ensure adherence to "Article 26 - Compliance with Qatar Laws". This Article states that the Contractor is obligated to comply with all applicable laws and regulations in the State of Qatar for the execution of the contract. This includes being responsible for identifying and paying all government levies, duties, fees, and charges related to the work.

LOCAL PROCUREMENT

Qatar Steel plays a vital role in fostering the economic progress of Qatar through its active support of local businesses via a supply chain localisation program known as 'Tawteen'. Spearheaded by QatarEnergy, Tawteen is a strategic endeavour that effectively bolsters the domestic economy by creating fresh prospects and enhancing the capabilities of Qatari-based companies, specifically small and medium enterprises (SMEs).

This comprehensive program encompasses three fundamental pillars: the facilitation of new investment opportunities, the implementation of supplier development initiatives, and the introduction of a pioneering In-Country Value (ICV) Policy.

This year witnessed a significant rise in our total procurement spending (+74%) attributable to increased production. While the spending on local suppliers experienced absolute growth (approximately 29%), it did not keep pace with the overall spending. This is primarily due to the limited availability of scrap within Qatar, causing Qatar Steel to substitute this raw material with others. As a consequence, our spending on local suppliers decreased from 35% in 2021 to 26% in 2022.

Local Procurement	Unit	2020	2021	2022
Total procurement spending	'000 QAR	1,349,074	1,890,022	3,294,532
Spending on local suppliers	'000 QAR	839,281	659,497	847,580
Spending on local suppliers	%	62	35	26

SPENDING ON SMEs

In our commitment to fostering inclusive growth within our national economy, Qatar Steel places special emphasis on supporting local small and medium sized enterprises (SMEs), defined as enterprises with less than 250 employees, and particularly those from which we procure scrap.

We have defined a strategic target aiming at increasing spending on local SMEs. As part of this initiative, we closely monitor the annual expenditure dedicated to these organisations. In 2022 the spending on local SMEs decreased mainly due to reduced availability of scrap in Qatar.

Spending on SMEs	Unit	2020	2021	2022
Spending on local SMEs	mQAR	145	151	136

REPORTING AND STAKEHOLDER ENGAGEMENT

Sustainability reporting holds immense importance for our company, as highlighted by our dedication to consistently publish our reports since 2011, allowing us to develop a platform to transparently communicate the company's environmental, social, and governance (ESG) performance to stakeholders. By documenting and disclosing our sustainability initiatives, achievements, and targets, we are able to demonstrate our commitment to responsible business practices. Sustainability reporting has also enabled us to identify areas for improvement and has driven meaningful change within the organisation.

Reporting is not the only way in which we communicate with our stakeholders: Qatar Steel recognises the criticality of ongoing stakeholder engagement. We have established a comprehensive Stakeholder Map, which outlines essential stakeholder groups, their primary concerns, our engagement approaches, and the reciprocal significance between these stakeholders and

our company. The map was revised in 2022, to ensure its accuracy and relevance and can be found in [Appendix C](#). By actively involving our stakeholders, we effectively align our strategy development and decision-making processes with their expectations. This enables us to create a more sustainable and mutually beneficial future.

Qatar Steel's Impact: Stakeholder Engagement

There are two highlights for the year 2022: Qatar Steel hosted the 124th meeting of the Board of Directors and the 55th meeting of the General Assembly of the Arab Iron and Steel Union (AISU) for the first time after the pandemic, and Qatar Steel participated in the Worldsteel Association's Sustainability Reporting Expert Group (SREG) Meeting.

The General Assembly of AISU hosted representatives from 65 iron and steel companies across Arab countries. The AISU, established in 1971 as the first Arab

organisation specialising in iron and steel, has 80 member companies from 16 Arab countries. AISU Chairman Mr. Awwad Al-Khaldi discussed the steel industry's status at Arab and international levels amidst the ongoing global circumstances. The AISU Economic Committee assessed the economic situation in Arab countries, its impact on steel production and consumption, and the repercussions of the Russian-Ukrainian conflict on the regional iron and steel market.

Qatar Steel Managing Director and CEO Mr. Abdulrahman Ali Al-Abdulla stressed the importance of continuing cooperation to achieve further development in the iron and steel industry in the Arab world. "These meetings mark a new steppingstone in the development trajectory of the iron and steel industry in the Arab world. As our joined efforts have contributed to overcoming the consequences of the pandemic, we all look forward to continued cooperation to achieve more benefits for our industry and overcome current and future challenges," he said.

For the second event, Quality Assurance team participated in World Steel Association's Sustainability Reporting Expert Group Meeting held in November at Vienna, Austria. The meeting was attended by delegates from renowned

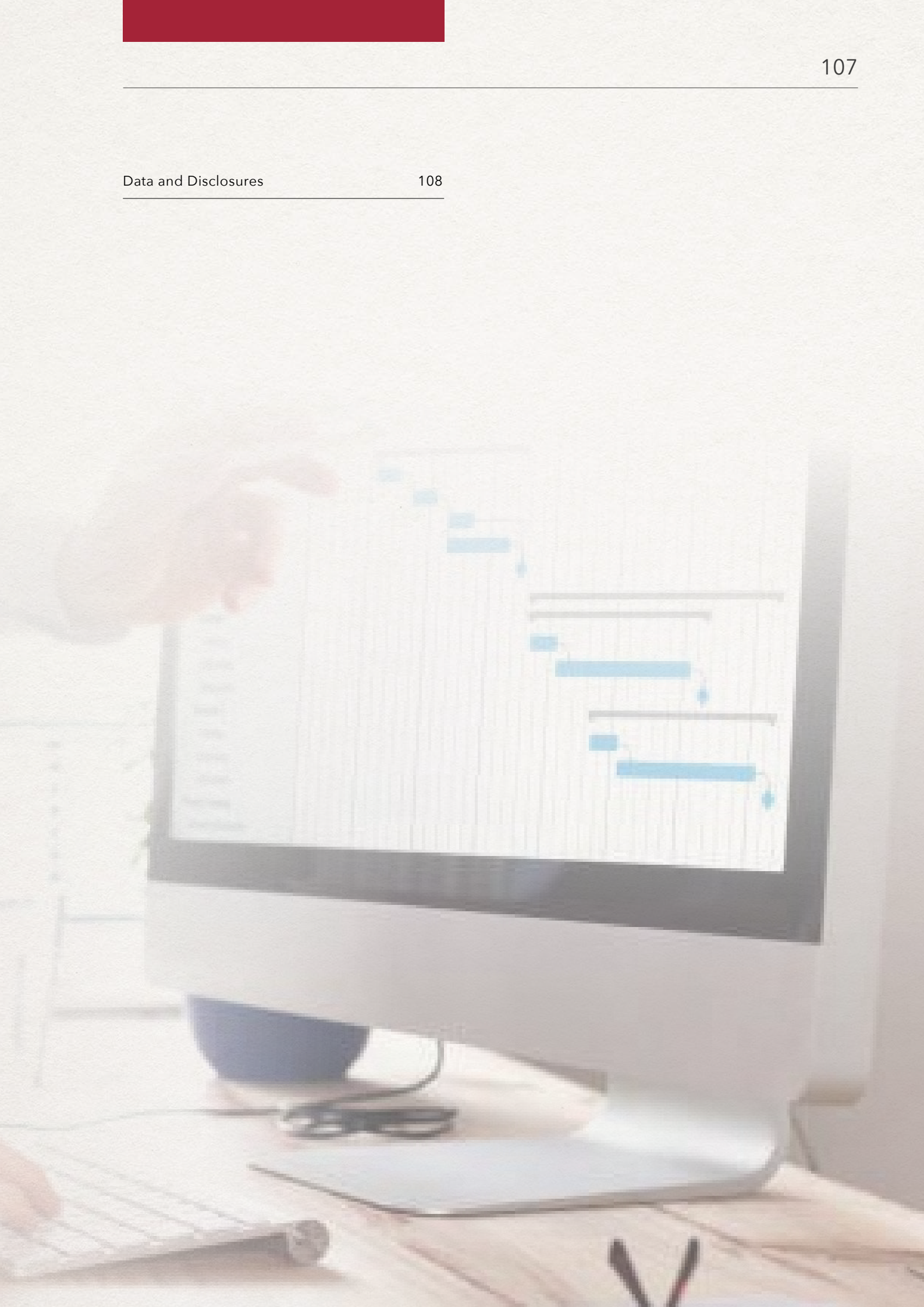
steel plants worldwide. Qatar Steel and other participants showcased their sustainability management approach, ESG data management, and reporting practices. During the meeting, Qatar Steel proposed that SREG explore the possibility of collaborating with the Steel University of the World Steel Association to develop a general sustainability training program tailored to the steel industry's needs. The meeting also shed light on the growing significance of ESG requirements imposed by various regulations within the European Union. These requirements may potentially become mandatory for selling steel products in the European market, such as the adoption of Responsible Steel certification. This highlighted the need for steel industry players to be well-versed in ESG practices to meet future market demands and regulatory standards.



DATA MANAGEMENT

Data collection, analysis, and disclosure play a crucial role in our approach to responsible business. We are dedicated to transparent reporting, upholding the highest international standards of accuracy, quality, and thoroughness, including adherence to the Global Reporting Initiative (GRI) Standards.

Our data has undergone meticulous analysis, and qualitative information has been expertly crafted by ESG specialists, working closely with Qatar Steel's sustainability team. The report has received the CEO's approval, reflecting our devotion to ensuring its credibility and reliability through commitment at the highest levels of management.



DATA AND DISCLOSURES

Data are presented uniquely for Qatar Steel. Data for joint ventures and external contractors, suppliers and clients are not included, unless stated otherwise. All financial data are expressed in QAR.

relevant GRI standards (or others, where GRI standards were not available) and preparing data collection sheets. The report and all the disclosed information have been approved by the CEO.

In 2022, the materiality assessment was refreshed, including identifying the most

All restated information is highlighted in the tables provided below.

SUSTAINABILITY ROAD MAP PERFORMANCE

In the following table we have collected all the targets defined in our newly developed Sustainability Roadmap, which will guide our ESG efforts for the period 2022-2026:

Strategic Objective	Targets	2022 Action Plan	2022 Actual Performance
Sustainable Steel Supplier of Choice	1. Receive Qatar Sustainable Construction Material Certificates	Receive the first certification of Qatar Sustainable Construction Material Certificate of Registration (CoR) from QGBC.	Qatar Steel successfully received Certificate of Registration - Qatar Sustainable Construction Material Certification from Earthna and CARES. Please click here or visit https://www.qatarsteel.com.qa/wp-content/uploads/2023/01/Qatar-Sustainable-Construction-Materials-Certification-Certificate-of-RegistrationCoR.pdf
	2. Diversify QS' products portfolio through introducing up to 3 new Eco labelled innovative construction steel products by 2026	Cross check ISO 14024 environmental labelling Principles and procedures for construction steel. Research regional steel requirements for green buildings and sustainable solutions.	Qatar Steel obtained "The International Green Mark - EPD label" from the Gulf Organisation for Research and Development (GORD). Qatar Steel also has an externally verified EPD certificate issued by BRE Global. Please click here or visit https://www.qatarsteel.com.qa/wp-content/uploads/2023/02/EPD-Certificate_BRE.pdf

Strategic Objective	Targets	2022 Action Plan	2022 Actual Performance
Pursuing Innovation in Green Steelmaking	1. Sign at least 2 MoUs with leading Qatari universities for R&D projects by 2026	Identify Qatari universities that are prominent in R&D and are well known for their education quality and the competency of their students.	Two Qatari Universities have been identified.
	2. Sign one MoU with distinguished Qatari Research Centre	Sign MoU with a leading research centre in Qatar (to support national aims of boosting R&D in Qatar and collaborating on scientific research that would impact both QS overall sustainability and Qatar development.	Leading research centres in Qatar has been identified and MoU will be signed based on the necessary approvals.
Breakthrough Low Carbon Footprint Steel Industry	1. Incrementally reduce GHG emission intensity by 2026	Implementing the 2022-2026 strategy and achieving all other targets (overarching target that will happen as a consequence of all the subsequent targets and action items proposed in this strategy). (Target year 2026)	RASCI Matrix for each strategic action item of the Sustainability Road Map 2022 -2026 has been finalized and monitored under the BSC platform as a Sustainability Score Card.
		1.24 tCO ₂ /ton of molten steel produced	In 2022, GHG Emission Intensity is 1.33 tCO ₂ /ton of molten steel produced.
	2. H ₂ -blended DRI	Conduct a feasibility study for the implementation of H ₂ DRI in collaboration with technology suppliers,	Pre-feasibility studies are being carried out internally.
	3. Transport Impact monitoring and reduction	Include Transport Impact in QS Sustainability Policy.	Sustainability Policy has been updated.
		Map out all transport activities (Upstream, Downstream, employees transport and business travels) and calculate the associated emissions. (Target year 2023)	Mapping has started. Associated Scope 3 Emission calculation methodology will be initiated by end of 2023/beginning of 2024 either through third party consultant or as per the guidance of QatarEnergy.

Strategic Objective	Targets	2022 Action Plan	2022 Actual Performance
Leading the Energy Transition in the Regional Steel Market	1. 20% reduction in energy intensity by 2026	14.1 GJ/ton of crude steel	Energy Intensity (GJ/ton of crude steel) in 2022 is 21.3. 0% Renewable Energy out of total energy used in 2022.
Leading Water Management in the Steel Industry	1. ~20,000 m ³ /year process wastewater discharged to sea by 2026	450,000 m ³ /year process wastewater discharged to sea	503,678 m ³ /year process wastewater discharged to sea in 2022.
	2. 88% recycling rate of processed water by 2026	Complete the construction of the Near Zero Liquid Discharge (NZLD) Plant that will allow for higher volumes of water reusing and recycling. (Target year 2023)	Activities on NZLD ongoing.
		40% recycling rate of processed water	21 % recycling rate of processed water achieved in 2022
Leader in Recycling and Reusing in the Qatar Industry Sector	1. Increase % scrap used as input material to 35% by 2026	20.6% scrap used as input material	In 2022, the scrap used as input material is 25.2 %.
		Research local and international scrap providers.	Qatar Steel is trying to increase the recycling of pre- and post-consumer scrap as much as possible. Scrap generated locally has been recycled mainly by Qatar Steel.
		20% EF slag sold to suppliers and/or third-party concrete production companies	In 2022, more than 300,000 Tons of EAF Slag has been recycled, which is more than 100 % of generated quantity.
	2. Increasing percentage of recycled/sold by products (other than EF slag) to 84%	72% of recycled/sold by products (other than EF slag)	Over 100% recycled/sold in 2022
		Identify possible ways for reusing and recycling steel by products (other than slag), as per the World Steel Net Zero Methodology Pathway.	Several opportunities have been identified and implemented including the supply of EAF dust to a local cement company, recycling lime dust in our DR plant for oxide pellet coating, recycling MgO-C Bricks as a partial replacement of dolomite in EAF, recycling of DR fines and DR dust in the cold briquetting plant.

Strategic Objective	Targets	2022 Action Plan	2022 Actual Performance
Nurturing Human Capital	1. Increase the rate of female employment	Implement internship programs for female fresh graduates, specifically women in STEM.	In 2022, 8 females attended internship training program at Qatar Steel.
		Participate in university job fairs to recruit women with the appropriate educational backgrounds for positions at QS.	Activity planned for 2023
		3.49% Female employment rate	0.87% Female employment rate in 2022
	2. Increase training hours to 54 hrs/ employee by 2026	30 hrs of training/ employee	Hours were 32.21 in 2022
Zero-Harm Culture and Performance	1. Maintain low rates of TRIFR (employees and contractors)	1.24 TRIFR	TRIFR was 0.92 in 2022
	2. Maintain near zero LTIFR (employees and contractors)	0.48 LTIFR	LTIFR was 0.37 in 2022.
	3. Increasing the total H&S training hours	32,506 total H&S training hours per employees	Hours were 28,568 (employees) in 2022
		Ensure that all employees understand the H&S requirements at QS, with refresher sessions held quarterly.	Continuous awareness sessions and rolling out of Safety campaigns with regards to frequent accident cases were the focus during 2022 and carried out successfully.
		Hold H&S activities and workshops to instil the safety culture at QS.	Awareness sessions held with employees and contractor employees to instil the safety culture of reporting of all incidents, refresher awareness sessions of Hazard Identification and Risk Assessment and the important thereof during Toolbox Talks. Toolbox talk format has been revised to improve the efficiency of communication

Strategic Objective	Targets	2022 Action Plan	2022 Actual Performance
Empowering Local Communities	1. Graduate 100 interns by end of 2026	Introduce 8-12 weeks internship programs every year for 20 students and/or graduates from various scientific backgrounds.	In 2022, Qatar Steel hosted 20 interns.
		Offer qualified interns full-time job offers. Intensify recruitment of local talents with an average target of ~3% YOY increase.	The organisation will offer a job opportunity when a qualified intern is identified. Qatari employees increased by 0.7% in 2022 compared to 2021.
	2. 20% Qatarization rate by 2026	12% Qatarisation rate	Qatarisation was 13.64% in 2022.
		36% local procurement spending.	Local procurement spending was 25.73% in 2022
	3. 60% local procurement spending by 2026	Increase local content across the supply chain with focus on SMEs.	QS monitors its spending on local suppliers and local SMEs.
		Develop a CSR strategy and framework. (Target year 2023)	CSR strategy has been drafted.
		72,150 QAR CSR Spending	Spending in 2022 was 35,000 QAR
Championing Sustainability Stewardship	1. Improve sustainability management and performance	Form a Sustainability Committee and develop associated Charter. (Target year 2023)	Qatar Steel's existing Sustainability Management Governance structure is under Technical Function and handled by the Quality Assurance department.
		Engage QS management team to oversee sustainability related topics.	Sustainability Roadmap 2022-2026 action plans with RASCI and respective mandates of Chiefs stipulates to lead/manage ESG related topics.
		Enhance the yearly reporting process and close disclosure gaps identified in the benchmarking and strategy.	Refreshed materiality for 2022.
		Participate in WorldSteel Association Sustainability Charter and Sustainability Championship Program.	Qatar Steel is member of WorldSteel's Sustainability Charter and committed to charter principles. In 2023, Qatar Steel will start to process to participate in WorldSteel's Associations Sustainability Championship program.

Strategic Objective	Targets	2022 Action Plan	2022 Actual Performance
Championing Sustainability Stewardship	2. Increase the robustness of QS' internal governance approach	Develop a Human Rights policy. (Target year 2023)	Human Rights policy has been drafted.
		Develop a CSR policy. (Target year 2023)	CSR policy has been drafted.
		Adopt Social Accountability Certification: SA 8000. (Target year 2023)	SA 8000 requirements along with potential certification bodies have been identified.
		Increase transparency by making these policies and other internal policies publicly available for QS stakeholders.	Many policies are publicly available on the website, and the newly developed ones will be published too.
	3. Improve Responsible Sourcing practices	Develop a 'Responsible Sourcing' Policy.	Responsible sourcing policy has been developed and published in QS website. It will be reviewed further. Please click here or visit https://www.qatarsteel.com.qa/wp-content/uploads/2022/06/1.38.1.1.02.01-Policy-Responsible-Sourcing.pdf
		Map out all QS' suppliers and identify their sustainability impact (H&S, Environment, Human Rights, etc. (Target year 2023)	Supplier Mapping with ESG topics has been developed for Tier 1 suppliers. Please click here or visit https://www.qatarsteel.com.qa/wp-content/uploads/2022/06/Supplier-Mapping.pdf
		Evaluate suppliers against ESG factors annually and report on the assessment outcomes in sustainability reports.	QS has a checklist for suppliers of key raw materials. Key raw materials suppliers are assessed against the ESG factors.

BUILDING THE FUTURE

Product Stewardship

Production Overview

Production	Unit	2020	2021	2022
Qatar Steel				
Direct Reduced Iron (DRI)	Tonnes	752,569	770,444	1,410,254
Hot Briquetted Iron (HBI)	Tonnes	0	0	168,726
Molten Steel (From EF)	Tonnes	1,228,505	1,009,621	1,090,348
Steel Billets (Crude Steel)	Tonnes	1,218,073	1,001,801	1,081,916
Rebar	Tonnes	969,171	855,284	891,587
Qatar Steel FZE				
Rebar	Tonnes	273,211	249,675	274,694
Wire Rod and Rebar in Coils	Tonnes	144,089	147,349	135,934

Product Quality, Safety, and Traceability

Product Quality	Unit	2020	2021	2022
Regulations and/or voluntary codes concerning the health and safety impacts of products and service				
Incidents of non-compliance with regulations resulting in a fine or penalty	#	0	0	0
Incidents of non-compliance with regulations resulting in a warning	#	0	0	0
Incidents of non-compliance with voluntary codes	#	0	0	0

Product Quality	Unit	2020	2021	2022
Product and service information and labelling				
% of significant product or service categories covered by and assessed for compliance with company procedures for product and service information and labelling	%	100	100	100
Number of incidents of non-compliance with regulations concerning product and service information and labelling, resulting in a fine or penalty	#	0	0	0
Number of incidents of non-compliance with regulations concerning product and service information and labelling, resulting in a warning	#	0	0	0
Number of incidents of non-compliance with voluntary codes concerning product and service information and labelling	#	0	0	0
Product and service communication				
Number of incidents of non-compliance with regulations concerning marketing communications, including advertising, promotion, and sponsorship, resulting in a fine or penalty	#	0	0	0
Number of incidents of non-compliance with regulations concerning marketing communications, including advertising, promotion, and sponsorship, resulting in a warning	#	0	0	0
Number of incidents of non-compliance with voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship,	#	0	0	0

Customer Satisfaction

Customer Privacy	Unit	2020	2021	2022
Number of substantiated complaints concerning breaches of customer privacy, received from outside parties and substantiated by the organisation	#	0	0	0
Number of substantiated complaints concerning breaches of customer privacy, received from regulatory bodies	#	0	0	0
Number of identified leaks, thefts, or losses of customer data	#	0	0	0

ACHIEVING A PORTABLE GROWTH AND BUSINESS PORTFOLIO

Economic Performance

Consolidated Financial Performance

Consolidated Financial Performance	Unit	2020	2021	2022
Revenue ¹	mQAR	2,995	3,886	4,262
Net Profit	mQAR	-1,319	711	884
Net Profit % of Revenue	%	-44	18	21
Total Capital employed ²	mQAR	6,030	6,591	6,875
Return on Capital employed	%	-22	11	13
Shareholder's Funds ²	mQAR	5,732	6,295	6,575
Return on Shareholder's Funds	%	-23	11	13
Retained Earnings ²	mQAR	5,196	5,757	6,041
Earnings per share	QAR	-44	24	29
Dividend paid % of net profit	%	-11	84	68
Economic Value Distributed				
Operating costs	mQAR	2,714	2,959	3,422
Employee wages and benefits	mQAR	430	370	426
Payments to providers of capital	mQAR	0	150	600
Payments to government (by Country)	mQAR	0	0	0
Community Investments	mQAR	0	0	0
Economic Value Distributed	mQAR	3,144	3,479	4,448
Economic Value Retained	mQAR	-149	407	-186
Notes:				
1. GRI 2-4: 2020 data is restated with no significant impact				
2. GRI 2-4: 2020 and 2021 data are restated with no significant impact				

ENSURING A SAFE AND HEALTHY WORK ENVIRONMENT

Occupational Health and Safety

Occupational Health and Safety	Unit	2020	2021	2022
Number of total recordable injuries (TRIR) (employees and contractors)	#	2	5	5
Total recordable injury rate (TRIR) (employees and contractors)	-	0.16	0.99	0.92
Total recordable injury rate (TRIR) (employees and contractors) - World Steel Frequency Rate	#	3.49	3.82	3.66
Lost Time Injury Frequency Rate (LTIFR) (employees and contractors)	#	0.00	0.40	0.37
HS performance, employees				
Total work hours	Hours	2,732,833	2,269,703	2,293,527
Lost Time Injuries	#	0	1	2
Lost Time Injury Frequency Rate (LTIFR)	-	0	0.44	0.87
Reportable Injuries	#	1	1	2
Reportable Cases (TRC)	#	0.37	1.32	0.87
Minor Injuries Reported	#	1	2	1
Near Missed Reported*	#	22	17	12
First Aid Cases	#	1	2	1
Number of fatalities as a result of work-related injury	#	0	0	0
Rate of fatalities as a result of work-related injury	#	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	#	1	1	2
Rate of high-consequence work-related injuries (excluding fatalities)	#	0	0	0
Number of recordable work-related injuries	#	1	1	2
Rate of recordable work-related injuries	#	0	0	0
Number of fatalities as a result of work-related ill health	#	0	0	0
Number of cases of recordable work-related ill health	#	0	0	0

Occupational Health and Safety	Unit	2020	2021	2022
HS performance, contractors				
Total work hours	Hours	3,515,167	2,757,025	3,162,839
Lost Time Injuries	#	0	1	0
Lost Time Injury Frequency Rate (LTIR)	-	0	0.36	0
Reportable Injuries	#	0	0	0
Reportable Cases (TRC)	#	0	2	3
Minor Injuries Reported	#	0	2	5
Near Missed Reported	#	0	0	0
First Aid Cases	#	10	4	5
Number of fatalities as a result of work-related injury	#	0	0	0
Rate of fatalities as a result of work-related injury	#	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	#	0	1	3
Rate of high-consequence work-related injuries (excluding fatalities)	#	0	0	0
Number of recordable work-related injuries	#	0	0	3
Rate of recordable work-related injuries	#	0	0	0
Number of fatalities as a result of work-related ill health	#	0	0	0
Number of cases of recordable work-related ill health	#	0	0	0
Occupational Health, employees				
Absence due to sickness	%	1.52	1.14	1.50
Health and Safety Management System*				
Number of all employees and workers (non-employees) who are covered by such a system	#	1,827	1,994	2,268
% of all employees and workers (non-employees) who are covered by such a system	%	100	100	100
Number of all employees and workers (non-employees) who are covered by such a system and has been internally audited	#	1,827	1,994	2,268
% of all employees and workers (non-employees) who are covered by such a system and has been internally audited	%	100	100	100

Occupational Health and Safety	Unit	2020	2021	2022
Health and Safety Management System*				
Number of all employees and workers (non-employees) who are covered by such a system and has been audited or certified by an external party	#	1,827	1,994	2,268
% of all employees and workers (non-employees) who are covered by such a system and has been audited or certified by an external party	%	100	100	100
Notes:				
1. For this table, the full-time employees and contract employees are calculated as the average number of employees and contractors working for Qatar Steel over the year.				

Health and Safety Training

Health and Safety Training	Unit	2020	2021	2022
HS training to employees	Hours	10,200	29,576	27,760
Average number of H&S training per employee	Hours/employee	10.61	9.55	9.80
H&S training to contractors	Hours	9,565	9,185	9,408
Average number of H&S training per contractor	Hours/contractor	13	10	8
Total hours of training	Hours	19,765	38,761	37,168

CREATING A BALANCED ECOSYSTEM

Air Emissions (GHG and others)

GHG Emissions ¹	Unit	2020	2021	2022
Scope 1 emissions	Tonnes of CO _{2eq}	683,740	591,301	983,183
Scope 2 emissions	Tonnes of CO _{2eq}	456,759	367,102	463,869
Total GHG emissions	Tonnes of CO _{2eq}	1,140,499	958,403	1,447,052
GHG intensity - Crude	Tonnes CO _{2eq} /Ton of crude steel produced	0.94	0.96	1.34
GHG intensity - Molten	Tonnes CO _{2eq} /Ton of molten steel produced	0.93	0.95	1.33
Notes:				
1 GRI 2-4: 2020 and 2021 GHG intensity data are restated as GHG intensity is now calculated using the total crude steel production at the denominator instead of the total molten steel production, in order to align with the World Steel Association frameworks. These modifications have led to no significant impact on GHG intensity.				

Methane Management	Unit	2020	2021	2022
Methane Fugitive Emissions	Tonnes	16.1	1.9	3.6

Transport Impact Assessment Raw Materials	Unit	2020	2021	2022
% of km travelled on road	%	4.06	3.49	2.94
% of km travelled by sea	%	95.94	96.51	97.06
Overall distance travelled by tonne of raw material	km/tonne	0.29	0.15	0.17

Transport Impact Assessment Sold Products	Unit	2020	2021	2022
% of km travelled on road	%	77.49	90.21	93.13
% of km travelled by sea	%	22.51	9.79	6.87
Overall distance travelled by tonne of raw material	km/tonne	1.53	1.18	0.87

Air Emissions	Unit	2020	2021	2022
SO ₂	Tonnes	211	97	80
NO _x	Tonnes	538	460	467
PM	Tonnes	326	206	175

Energy Efficiency, Intensity and Renewables

Energy	Unit	2020	2021	2022
Direct Energy Consumption (fuel)	GJ	10,674,839	10,464,591	19,595,479
Indirect Energy Consumption (electricity)	GJ	3,447,963	2,770,400	3,440,315
Total Energy Consumption	GJ	14,122,802	13,234,991	23,035,794
Renewable Energy	GJ	0	0	0
Renewable Energy	%	0	0	0
Energy Intensity ¹ - Crude	GJ/ tonnes of crude steel produced	11.59	13.21	21.29
Energy Intensity - Molten	GJ/ tonnes of molten steel produced	11.50	13.11	21.13

Materials and Circular Economy

Using Recycled Raw Materials in Steel Making

Recycled Raw Materials used for Steel Making	Unit	2020	2021	2022
Total raw materials to the process ¹	Tonnes	1,477,991	1,185,516	1,294,368
Scrap used in the process	Tonnes	464,887	370,990	308,010
% of scrap in metallic charge weight ²	%	34	33	25
Total Recycled Input Materials ³	Tonnes	490,791	376,654	312,243
Total Recycled Input Materials ³	%	33	32	24
Notes: 1. Total raw materials used for steel making includes Scrap, DRI/HBI, Ferroalloys, Carburiser, RBQ, Carbon Injection Material, Lime, Dololime, Lump Coke. 2. Metallic charge includes DRI, HBI, HBI Chips/Fines, DRI Fines, RBQ and Scrap. 3. Total Recycled Materials include Scrap, RBQ (Reduced Briquettes), MgO-C bricks.				

By-products management

Recycled By-products (internally and/or externally)	Unit	2020	2021	2022
EF slag	Tonnes	498.50	71.35	306,246
EF slag ¹	%	0.3	0.1	233
Other by products recycled	Tonnes	227,959	180,831	408,713
Other by products recycled ¹	%	118	72	164
Total recycled by-products	Tonnes	228,458	180,903	714,959
Total recycled by-products	%	62	43	188
Notes: 1. Percentages are calculated as the amount of material recycled during the year, over the amount of the same material generated during the year. Percentages higher than 100 indicate that the by-product recycled was not only produced in the reporting year, but also in previous years.				

By-products generated	Unit	2020	2021	2022
Oxide Fines	Tonnes	25,868	29,894	78,524
Mill Scale	Tonnes	15,354	10,250	9,690
DR Slurry + Classifier dust	Tonnes	11,476	7,297	15,742
DR Fines / HBI Fines	Tonnes	10,046	10,165	24,103
DR dust	Tonnes	8,471	7,486	18,719
EAF Dust	Tonnes	23,456	21,300	21,978
Alloy dust	Tonnes	1,047	497	748
EF Slag	Tonnes	176,913	99,714	131,422
Collected dust	Tonnes	33,196	20,840	26,759
Undersize Limestone	Tonnes	3,599	3,303	6,030
Undersize dolostone	Tonnes	12,989	2,465	5,008
Lime fines - pulverised lime	Tonnes	71	1,175	515
Dolomite fines	Tonnes	1,044	526	764
Return Scrap + Slag Separated Material	Tonnes	47,178	36,738	40,156
Bricks / Refractories / Roof / Tundish	Tonnes	191	47	93

By-products recycled/sold	Unit	2020	2021	2022	Method of Disposal, 2022
Oxide Fines	Tonnes	62,117	17,820	45,686	Sold to local and international customers for recycling. Around 5,000 Tons were sold to local cement manufacturing company.
Mill Scale	Tonnes	14,599	8,085	8,800	Sold to external customers for recycling.
DR Slurry + Classifier dust	Tonnes	39,000	9,500	0	-
DR Fines / HBI Fines	Tonnes	17,154	3,745	23	Recycled internally.
DR dust	Tonnes	1,286	0	20	Recycled internally.
EAF dust	Tonnes	19,612	0	19,218	Recycled in neighbouring cement manufacturing company for cement clinker production.

By-products recycled/sold	Unit	2020	2021	2022	Method of Disposal, 2022
EF Slag	Tonnes	499	71	306,246	Processed to aggregates for construction application.
Collected dust	Tonnes	0	0	271,371	Recycled through a third party.
Undersize Limestone	Tonnes	5,812	1,643	8,686	2,258 Tons recycled internally for landfilling. 2,424 Tons recycled internally in DR plant. 4,004 Tons sold to external customers for recycling.
Undersize dolostone	Tonnes	21,403	13,727	9,607	701 Tons sold to external recyclers. 8,906 Tons recycled internally for land filling/yard.
Lime fines - pulverised lime	Tonnes	655	3,232	0.0	-
Dololime fines	Tonnes	795	1,398	438	Sold to external customers for recycling.
Return Scrap + Slag Separated Material	Tonnes	45,415	46,379	40,632	Recycled at EAF plant.
Bricks / Refractories / Roof / Tundish	Tonnes	112	3,303	4,233	MgO-C Bricks were recycled at EAF as a partial replacement of dololime.

Material Efficiency

Material Efficiency	Unit	2020	2021	2022
Material Efficiency	%	82.41	84.50	83.59

Water and Effluents

Water Management	Unit	2020	2021	2022
Total water withdrawn	m ³	74,559,386	51,638,160	142,266,598
Seawater withdrawn ¹	m ³	73,885,816	51,200,551	141,434,412

Water Management	Unit	2020	2021	2022
Freshwater withdrawn ²	m ³	673,570	437,609	832,186
Freshwater intensity ¹	m ³ / Tonne of Molten Steel Produced	0.55	0.44	0.77
Total water discharged	m ³	74,108,611	51,358,254	141,938,090
Total water consumption	m ³	450,775	279,906	328,508
Wastewater produced and treated	m ³	287,434	253,694	636,307
Wastewater treated and recycled or reused	m ³	64,639	95,991	132,629
Wastewater treated and recycled or reused ³	%	22.5	37.8	20.8
Notes: 1. GRI 2-4: 2020 and 2021 data are restated due to recalculations with no significant impact. 2. Qatar Steels uses the term "freshwater" to indicate the water purchased from Kahramaa. As previously described, this is desalinated seawater. 3. The percentage of water reused and recycled is calculated as the total volume of water reused and recycled over the total amount of wastewater generated by the process.				

Waste Management

Waste Management ^{1,2,3}	Unit	2020	2021	2022
Total waste generated	Tonnes	1,938	1,147	1,273
Hazardous waste directed to disposal	Tonnes	3.7	2.14	0.13
Non-hazardous waste directed to disposal	Tonnes	1,322	736	834
Total waste directed to disposal	Tonnes	92	738	834
Hazardous waste diverted from disposal	Tonnes	89	71	82
Non-hazardous waste diverted from disposal	Tonnes	616	337	356
Total waste diverted from disposal	Tonnes	613	409	439
Total waste recycled	%	32	36	34
Notes: 1. The waste streams listed in this table do not include by-products. 2. GRI 2-4: 2020 and 2021 data are restated due to recalculations with no significant impact. 3. The waste managed during the reporting year is equal to the waste generated during the reporting year and the waste carried over from the previous year, minus the waste carried over to the following year.				

Waste Type	Waste Generated	Unit	2020	2021	2022
Hazardous Waste	Disposed Oily Sludge & Grease	Tonnes	89.10	65.60	9.98
	Medical Waste	Tonnes	0.20	0.14	0.13
	Silica gel	Tonnes	-	2.00	-
	Battery Acids, Paints, Expired Chemicals, Thinner	Tonnes	2.50	-	-
	Battery Case	Tonnes	2.60	-	-
	Neutralised Chemicals	Tonnes	1.00	-	-
	Electronic Waste including ink cartridge	Tonnes	0.20	5.87	4.48
	Used Oil	Tonnes	-	-	67.31
	Used Oil Filters	Tonnes	-	-	0.67
Non-hazardous Waste	Wood	Tonnes	984.40	548.42	645.26
	Domestic Waste	Tonnes	437.00	264.42	269.21
	General Waste	Tonnes	334.10	187.60	188.60
	Plastic	Tonnes	81.90	67.78	83.91
	Paper	Tonnes	5.00	5.00	3.00
Total waste generated during the year		Tonnes	1,938.00	1,146.83	1,272.55
Total hazardous waste generated during the year		Tonnes	95.60	73.61	82.57
Total non-hazardous waste generated during the year		Tonnes	1,842.40	1,073.22	1,189.98

Waste Type	Waste Diverted from Disposal	Unit	2020	2021	2022	Disposal Method, 2022
Hazardous Waste	Disposed Oily Sludge & Grease	Tonnes	89.10	65.60	9.98	Recycled through third-party approved contractor, offsite.
	Electronic Waste including ink cartridge	Tonnes	0.20	5.87	4.48	Recycled through third-party approved contractor, offsite.
	Battery Case	Tonnes	2.60	-	-	-
	Used Oil	Tonnes	-	-	67.31	Recycled through third-party approved contractor, offsite.
	Used Oil Filters	Tonnes	-	-	0.67	Recycled through third-party approved contractor, offsite.
Non-hazardous Waste	Domestic Waste	Tonnes	437.00	264.42	269.21	Recycled through third-party approved contractor, offsite.
	Plastic	Tonnes	81.90	67.80	83.91	Recycled through third-party approved contractor, offsite.
	Paper	Tonnes	5.00	5.00	3.00	Recycled through third-party approved contractor, offsite.

Waste Type	Waste Directed to Disposal	Unit	2020	2021	2022	Disposal Method, 2022
Hazardous Waste	Medical Waste	Tonnes	0.20	0.14	0.13	Incineration with no energy recovery, offsite
	Silica gel	Tonnes	-	2.00	-	-
	Neutralised Chemicals	Tonnes	1.00	-	-	-
	Battery Acids, Paints, Expired Chemicals, Thinner	Tonnes	2.50	-	-	-
Non-hazardous Waste	General Waste	Tonnes	334.10	187.60	188.60	Landfilling, offsite
	Wood	Tonnes	984.40	548.42	645.26	Landfilling, offsite

CONTRIBUTING TO NATIONAL GROWTH AND DEVELOPMENT

Community trust, health, and investment (CSR)

Community trust, health, and investment	Unit	2020	2021 ¹	2022
Amount spent for CSR projects	QAR	0	0	35,000
Notes: 1. In 2020 and 2021, due to the challenges of budgetary restrictions arising from the COVID-19 pandemic situation, Qatar Steel was unable to make annual investments in local CSR projects				

Qatarisation	Unit	2020	2021	2022
Qatari employees	#	158	152	153
Qatarisation rate	%	14.74	14.31	13.29
Qatari new hires	#	11	1	6
Qatari Senior Management	#	1	1	1

DEVELOPING HIGH PERFORMING AND MOTIVATED TEAM

Recruitment and Management of talents

Workforce Composition ¹	Unit	2020	2021	2022
By Contract				
Full time Employees	#	1,072	1,062	1,151
Full time Contract Employees	#	1,179	950	1,058
Total staff	#	2,251	2,012	2,209
By Gender (full-time employees)				
Female	#	10	8	10
Male	#	1,062	1,054	1,141

Workforce Composition ¹	Unit	2020	2021	2022
By Age Group (full-time employees)				
18-30	#	83	57	58
31-40	#	456	436	435
41-50	#	416	426	480
51-60	#	116	142	175
60+	#	1	1	3
By Level(full-time employees)				
Senior Management	#	23	27	32
Middle Management	#	174	169	177
Staff	#	875	866	942
Notes:				
1. For this table and following calculations, the full-time employees are defined as those under sponsorship and payroll of the organization. Contract employees are calculated as the average number of contract employees working for Qatar Steel.				

Employment and turnover

New Hires and Attrition	Unit	2020	2021	2022
New employee hires				
Total number of new employee hires	#	22	37	106 ²
Total attrition	#	785 ¹	47	28
New employees, by gender				
Female	#	1	0	3
Male	#	21	37	103
New employees, by age group				
18-30	#	3	4	15
31-40	#	10	15	44
41-50	#	7	13	33
51-60	#	2	5	13
60+	#	0	0	1

New Hires and Attrition	Unit	2020	2021	2022
Employees who left the organisation				
Total number of employees who left the organisation	#	785	47	28
Employees who left the organisation, by gender				
Female	#	0	0	1
Male	#	785	47	27
Employees who left the organisation, by age group				
18-30	#	38	5	1
31-40	#	287	21	10
41-50	#	296	17	7
51-60	#	161	4	9
60+	#	3	0	1
Notes:				
1. In 2020, due to business impacts as a result of the pandemic and subsequent shutdown of plants, the company saw a significant proportion of its staff made redundant.				
2. The significant increase in hiring in 2022 is due to DR2 start-up with an increased production and is based on business need.				

Diversity and Equal Opportunities

Remuneration processes and fair wages

Fair Wages	Unit	2020	2021	2022
Median income of men	QAR	10,960	11,800	11,499
Median income of women	QAR	13,690	12,900	16,136
Gender Pay Gap	%	-25	-9	-40
Ratio of average salary of women to men	-	1.25	1.09	1.40
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	-	11.26	11.40	9.2
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	-	0	0	0
Notes:				
1. The highest-paid individual is at the maximum pay allowed by the organisation.				

Training and Development

Training Company-Wide	Unit	2020	2021	2022
Total cost of training	QAR	429,592	619,392	1,282,785
Total hours of trainings for female employees	Hours	46	4	246
Total hours of trainings for male employees	Hours	17,974	31,215	36,827
Total number of training hours	Hours	18,020	31,219	37,073
Average hours of training for female employees	Hours/ female employees	4.6	0.5	24.6
Average hours of training for male employees	Hours/ male employees	16.9	29.6	32.3
Average hours of training per employee	Hours/ employees	16.8	29.4	32.2
Average hours of training for senior management	Hours/ Senior Managers	4.4	9.7	21.1
Average hours of training for management	Hours/ Managers	16.8	21.2	48.8
Average hours of training for staff	Hours/ Staff	17.7	32.1	30.6
Average hours of training for Nationals	Hours/ Nationals	26.9	27.2	49.5

Performance Review

Performance Review	Unit	2020	2021	2022
Male employees that regularly receive a performance review	%	100	100	100
Female employees that regularly receive a performance review	%	100	100	100
Overall employees that regularly receive a performance review	%	100	100	100

PRACTICE GOOD GOVERNANCE

Governance and Ethics

Board of Directors

Board Composition	Unit	2020	2021	2022
Number of members of the BoD	#	7	7	7
Number of executive members of the BoD	#	1	1	1
Number of non-executive members of the BoD	#	6	6	6
Number of males on the BoD	#	7	7	7
Number of females on the BoD	#	0	0	0
Number of members under 30 years old	#	0	0	0
Number of members between 30 and 50 years old	#	2	2	2
Number of members above 50 years old	#	5	5	5

Compliance with Laws and Regulations

Compliance with laws and regulations	Unit	2020	2021	2022
Number of significant instances of non-compliance with laws and regulations for which fines were incurred	#	0	0	0
Number of significant instances of non-compliance with laws and regulations for which non-monetary sanctions were incurred	#	0	0	0
Number of fines for instances of non-compliance with laws and regulations that were paid during the year for instances of non-compliance with laws and regulations that occurred during the year	#	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations that were paid during the year for instances of non-compliance with laws and regulations that occurred during the year	mQAR	0	0	0
Number of fines for instances of non-compliance with laws and regulations that were paid during the year for instances of non-compliance with laws and regulations that occurred in previous years	#	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations that were paid during the year for instances of non-compliance with laws and regulations that occurred in previous years	mQAR	0	0	0

Risk Management

Corruption	Unit	2020	2021	2022 ¹
Number of operations assessed for risks related to corruption	#	1	11	16
% of operations assessed for risks related to corruption	%	6	69	100
Confirmed incidents of corruption	#	0	0	0
Notes:				
1. During 2021 Qatar Steel implemented the Fraud Risk Management Policy to further strengthen fraud risk governance across the company.				

Procurement Practices

Local Procurement

Local Procurement	Unit	2020	2021	2022
Total procurement spending	'000 QAR	1,349,074	1,890,022	3,294,532
Spending on local suppliers	'000 QAR	839,281	659,497	847,580
Spending on local suppliers	%	62	35	26

Spending on SMEs	Unit	2020	2021	2022
Spending on local SMEs	mQAR	145	151	136

APPENDICES



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APPENDIX A.

Reporting Scope and Boundaries

Qatar Steel Material Issue	Topic Boundary
Product Stewardship	Shareholders, Customers, Environment, Society
Innovation, Digitalisation, and Sustainable Solutions	Shareholders, Customers, Employees
Economic Performance	Shareholders, Customers, Environment, Society, Employees
Operational Efficiency	Shareholders, Employees
Air emissions (GHG and others)	Shareholders, Employees, Society, Environment
Energy (efficiency, intensity, and renewables)	Shareholders, Environment
Materials and Circular Economy	Shareholders, Environment
Water and Effluents	Shareholders, Employees, Environment, Society
Waste Management	Shareholders, Employees, Society
Biodiversity	Shareholders, Environment
Environmental Risk Management	Shareholders, Customers, Environment, Society
Occupational Health and Safety	Employees, Shareholders, Environment, Society
Emergency Response Management	Employees, Shareholders, Environment, Society
Recruitment and Management of Talents	Shareholders, Employees
Diversity and Equal Opportunities	Shareholders, Employees, Society
Training and Development	Shareholders, Employees
Labour Management Relationships	Shareholders, Customers, Employees, Society
Community trust, health, and investment (CSR)	Shareholders, Employees, Society
Qatarisation	Shareholders, Employees, Society
Governance and Ethics	Shareholders, Employees, Customers, Environment, Society
Procurement Practices	Shareholders, Customers
Human Rights	Shareholders, Employees, Society
Reporting and Stakeholder Engagement	Shareholders, Customers, Environment, Society, Employees

APPENDIX B.

Maturity Assessment

Qatar Steel assesses its level of sustainability maturity in line with the methodology provided by CARES Sustainable Constructional Steel Scheme Principles.

Principles and Practices		Maturity Level	Programs and Plans
Inclusivity	Stakeholder engagement and issue identification	Full engagement	<ol style="list-style-type: none"> 1. Engaged with MOECC to ensure compliance with all applicable external regulations and requirements for CTO. 2. Continual engagement of employees through satisfaction surveys and code of ethics that helps the management in identifying their main concerns. 3. Annual stakeholder mapping for identifying channels of engagement, main concerns, and responses to them. 4. Development of Stakeholder Advisory Group comprising representatives from key stakeholders to act as an advisory the body is in process and developed internal governance structures for effective engagement. 5. Qatar Steel actively gather feedback on its sustainability reporting and its performance through a form available on the website from all stakeholders. 6. Certified for ISO 9001, ISO 14001, ISO 45001, CARES Sustainability and Responsible Sourcing (BES 6001), ISO 17025, and Product certification. 7. Qatar Steel continuously identifying the new and potential stakeholders who are important to meet the short-term and long-term goals. 8. Qatar Steel has well developed policy and procedures to address the issues raised by stakeholders such as customer claims, supplier concerns, employee grievances etc.
	Key drivers	Adequately engaged	<ol style="list-style-type: none"> 1. Engaged with MOECC to ensure all targets agreed in the CTO are managed and reported correctly. 2. Certified for its Sustainability Excellence by Gulf Organisation for Research and Development (GORD).

Principles and Practices		Maturity Level	Programs and Plans
Inclusivity	Key drivers	Adequately engaged	<ol style="list-style-type: none"> Environmental Monitoring Programs are in place to ensure compliance with all applicable regulations. Qatar Steel has integrated Sustainability into its corporate strategy and has implemented a sustainability roadmap that identifies opportunities/risks associated, which is quarterly reviewed in Balance Score Card meeting. An integrated Enterprise Risk Management (ERM) framework is in place to manage business risks. To further enhance business resiliency, Qatar Steel established a comprehensive Business Continuity Management System (BCMS) in 2017. Sustainable development is part of risk management through the Enterprise Risk Management System (ERM). Qatar Steel also a member of World Steel Association Sustainability Charter. Sustainability KPIs are reported to QatarEnergy, Industries Qatar, World Steel Association, CARES and Earthna Qatar.
Integrity	Leadership	Full engagement	<ol style="list-style-type: none"> Commitment from QS MD and CEO for leading the regional market sector on sustainability issues. The sustainability Policy is reviewed on yearly basis and published in QS website. Adhered to CARES Quality and Operations Assessment Schedule, ISO 9001, Quality Management System, and CARES Product Certification since 2006. Sustainability objectives developed through the Management Systems (QMS, EMS, ISO) are in place. Additionally, there is a well-developed sustainability framework and commitments. Maintains certificates for Sustainability and Responsible sourcing (BES 6001) certified by CARES. Qatar Steel is a member of the World Steel Association's (worldsteel) revised and expanded Sustainability Charter. Qatar Steel has a Code of Ethics and Business Conduct, Discipline, Harassment and Grievance Handling procedures, and fraud risk management policy.


Principles and Practices		Maturity Level	Programs and Plans
Integrity	Managing risk	Adequately engaged	<ol style="list-style-type: none"> 1. Adopted Environmental Management System complying to ISO 14001 and Occupational Health and Safety Management System according to ISO 45001. 2. Adopted a comprehensive and integrated Enterprise Risk Management (ERM) framework for mitigating the various risks to which the businesses are exposed in the course of their operations and strategic actions.
	Code of Ethics and Business Conduct	Full Engagement	Qatar Steel Code of Ethics and Business conduct with a message from the Chairman of the Board and MD and CEO reaffirms its commitment to the highest ethical and legal principles of accountability, excellence, fairness, honesty, and respect.
Stewardship	Sustainable development culture	Full engagement	<ol style="list-style-type: none"> 1. The culture of sustainable development is fully integrated at all levels. Sustainability objectives are well integrated into all departmental levels, and its performance is being monitored through the Balanced scorecard system. 2. A sustainability focal point in each department and links departmental sustainability objectives with the organisational sustainability roadmap. 3. Qatar Steel allocates a dedicated budget for community investment. 4. Qatar Steel has CARES Sustainable Constructional Steel Certification with a Rosette 1 rating. 5. Qatar Steel has Qatar Sustainable Constructional Material Certification from Earthna (member of Qatar Foundation).
	Building capacity	Adequately engaged	<ol style="list-style-type: none"> 1. A training plan including theoretical and practical training regarding quality, environment, H&S and Sustainability is in place. 2. The performance Appraisal System is in place. 3. Sustainability Portal is created in an intranet where Sustainability related knowledge sheets are shared. 4. As part of the constant efforts to improve our services and to make learning accessible to all, Learning and Development Department has launched Qatar Steel steel university LMS portal. Qatar Steel has partnered with World Steel Association to provide online training to all employees related to Steel Making technology, HSE and Sustainability topics.


Principles and Practices		Maturity Level	Programs and Plans
Stewardship	Supply chain	Adequately engaged	<ol style="list-style-type: none"> Suppliers are selected based on technical compliance, cost, delivery time, environmental, safety, and human rights performance criteria. Key raw material suppliers are evaluated for the sustainability aspects. Sustainability Impact Assessment is also carried out. Qatar Steel has CARES - BES 6001 Responsible Sourcing certification with a "Very Good" rating. Further developments related are expected in the coming year.
	Environmental assessment	Full engagement	Comprehensive environmental impact/ risk management functions that investigate environmental risks in the organisation and communicate to the Board through the Audit Committee.
Transparency	Identify, Review and Monitor KPIs	Full engagement	<ol style="list-style-type: none"> Sustainability Road Map objectives are reviewed quarterly during the Balance Score Card meeting. The management Review meeting is undertaken annually, and objectives/targets are set to reflect continual improvement as a part of Sustainability Management.
	Building confidence	Full engagement	<ol style="list-style-type: none"> Qatar Steel has been issuing Sustainability Reports from 2011 to 2022, providing a transparent channel of its sustainability performance to its stakeholders. Qatar Steel also published its commitment to Sustainability principles by becoming a member of the World Steel Association's Sustainability Charter.


APPENDIX C.


Stakeholder Engagement Map


Shareholders IQ / Qatar Energy	Affiliates / Subsidiaries	Suppliers	Employees	Customers	Regulatory Bodies / Steel Association / Competitors	Community (NGO's, Research Inst., Interns and others)
<ul style="list-style-type: none"> Contributing to Qatar's national growth and development policy. Profitable growth (from current operations). Excellent management of the investment portfolio. 	<ul style="list-style-type: none"> Bring QS value in practices, methodologies, technology, etc. Capitalize on growth opportunities Compliment in production processes and materials Reference to a leading steel manufacturer 	<ul style="list-style-type: none"> Long term contracts to ensure sustainable demand On time payments of invoices Clear two way communication to meet delivery service level agreement of resources / material 	<ul style="list-style-type: none"> Attractive job (content, security, professional growth) Reward & recognition; competitive compensation Health, safe & exciting working environment Employee engagement: challenging job with accountability 	<ul style="list-style-type: none"> Meeting the local demand for steel products Meeting the product specifications Sustainable on time delivery and availability Reliable and efficient customer service 	<ul style="list-style-type: none"> Timely adherence to standards and norms Guiding Ministry of Commerce on steel traders, competition Participating in initiatives Iron Ministry of Energy, Supporting SME's Fare Trade Active participation at regional & global steel association programs and act as local representative in Qatar; hosting conferences 	<ul style="list-style-type: none"> Corporate Social Responsibility Clean Environment Skill development opportunities Industry - Academic collaboration
<ul style="list-style-type: none"> One to One Meetings, Visits & Workshops AGM Board Meetings Business Visit Joint programs & partnerships 	<ul style="list-style-type: none"> AGM Board meetings Visits 	<ul style="list-style-type: none"> Business Visit Conferences & Seminars Emails / Virtual meeting platform 	<ul style="list-style-type: none"> Intranet and emails One to one meetings & annual gathering Training programs Code of Ethics & Business Conduct Performance Appraisal Grievance redressal mechanisms 	<ul style="list-style-type: none"> One to one meetings Emails / Phone calls and customer visits Customer satisfaction surveys Exhibitions / Conferences Traders meet 	<ul style="list-style-type: none"> Joint Programs & Partnerships One to one meetings Conferences & Seminars Risk and Audit Reports Press Releases Interviews Sponsorships 	<ul style="list-style-type: none"> One to one meeting Field visit and workshops Knowledge sharing
<ul style="list-style-type: none"> Industry-academic collaboration Build confidence with local communities Recycling of By-Products Financial & Economic Growth 	<ul style="list-style-type: none"> Financial & Economic Growth 	<ul style="list-style-type: none"> Quality of Goods & Services as per Contracts On time delivery Competitive price 	<ul style="list-style-type: none"> Perform quality and productive leadership Most important assets to run the business 	<ul style="list-style-type: none"> Innovative partnerships for sustainable growth Profitable business growth 	<ul style="list-style-type: none"> Strongly shape reputation and promote awareness of product & operations Benchmarking / knowledge sharing 	<ul style="list-style-type: none"> Build confidence
<ul style="list-style-type: none"> Business opportunities Product Innovation Revenue & Growth 	<ul style="list-style-type: none"> Investors return Sustainable growth 	<ul style="list-style-type: none"> Business Opportunities Swift and timely payment 	<ul style="list-style-type: none"> Providing safe & secure experience 	<ul style="list-style-type: none"> Meeting local, regional and international market demands Provide quality products 	<ul style="list-style-type: none"> Product Innovation Economic Growth Improving brand image 	<ul style="list-style-type: none"> Provide support for social and local community development Skill Development

 Stakeholders

 Stakeholders Expectations

 Ways of Engaging with our Stakeholders

 Why our Stakeholders Important to us?

 Why are we important to our Stakeholders?



APPENDIX D.

GRI Content Index

Statement of use	Qatar Steel has reported in accordance with the GRI Standards for the period 1st January 2022 to 31st December 2022
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable
For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.	

GRI Standards	Disclosure	Location and / or Direct Answer	Reason for Omission
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organisational details	18 - 20	
	2-2 Entities included in the organisation's sustainability reporting	18 - 20	
	2-3 Reporting period, frequency and contact point	4	
	2-4 Restatements of information	43, 63, 67, 71, 73, 116, 119, 124	
	2-5 External assurance	External Assurance is not carried out and it is planned for 2023 report.	
	2-6 Activities, value chain and other business relationships	21	
	2-7 Employees	88, 89, 127, 128	
	2-8 Workers who are not employees	102, 118, 119, 127	
	2-9 Governance structure and composition	94 - 97, 130	
	2-10 Nomination and selection of the highest governance body	96	

GRI Standards	Disclosure	Location and / or Direct Answer	Reason for Omission
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	96	
	2-12 Role of the highest governance body in overseeing the management of impacts	96	
	2-13 Delegation of responsibility for managing impacts	96	
	2-14 Role of the highest governance body in sustainability reporting	Qatar Steel's Chairman is responsible for reviewing and approving the whole Sustainability Report, including the organisation's material topics.	
	2-15 Conflicts of interest	96	
	2-16 Communication of critical concerns	96, 98 - 100 No critical concerns were communicated to the highest governance body during the reporting period.	
	2-17 Collective knowledge of the highest governance body		Not applicable to Qatar Steel
	2-18 Evaluation of the performance of the highest governance body		Not applicable to Qatar Steel
	2-19 Remuneration policies	91, 96, 129	
	2-20 Process to determine remuneration	91, 96, 129	
	2-21 Annual total compensation ratio	91, 129	
	2-22 Statement on sustainable development strategy	10 - 13	
	2-23 Policy commitments	96, 98, 100	
	2-24 Embedding policy commitments	96, 98, 100	
	2-25 Processes to remediate negative impacts	96	

GRI Standards	Disclosure	Location and / or Direct Answer	Reason for Omission
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	48, 49, 96	
	2-27 Compliance with laws and regulations	60	
	2-28 Membership associations	https://www.qatarsteel.com.qa/chairmans-message/qatar-steel-memberships/	
	2-29 Approach to stakeholder engagement	139	
	2-30 Collective bargaining agreements	93	
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	26	
	3-2 List of material topics	28, 29, 134	
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	42, 43	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	43, 116	
Market Presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	85	
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	85, 127	
Procurement Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	101 - 103	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	103, 131	

GRI Standards	Disclosure	Location and / or Direct Answer	Reason for Omission
Anti-Corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	98	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	98, 131	
	205-3 Confirmed incidents of corruption and actions taken	131	
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	68, 69	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	68, 69, 121 - 123	
	301-2 Recycled input materials used	68, 69, 121 - 123	
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	67	
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	67, 120	
	302-3 Energy intensity	67, 120	
Water and Effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	70, 71	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	70, 71	
	303-2 Management of water discharge-related impacts	70, 71	
	303-3 Water withdrawal	71, 123, 124	

GRI Standards	Disclosure	Location and / or Direct Answer	Reason for Omission
Water and Effluents			
GRI 303: Water and Effluents 2018	303-4 Water discharge	71, 124	
	303-5 Water consumption	71, 124	
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	74, 75	
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	74	
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	62 - 66	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	63, 65, 119, 120	
	305-2 Energy indirect (Scope 2) GHG emissions	63, 119	
	305-4 GHG emissions intensity	63, 119	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	66, 120	
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	72, 73	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	72, 73	
	306-2 Management of significant waste-related impacts	72, 73	
	306-3 Waste generated	73, 124, 125	
	306-4 Waste diverted from disposal	73, 124, 126	
	306-5 Waste directed to disposal	73, 124, 126	

GRI Standards	Disclosure	Location and / or Direct Answer	Reason for Omission
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	88, 89	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	88, 128, 129	
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	48 - 57	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	48, 49, 118, 119	
	403-2 Hazard identification, risk assessment, and incident investigation	52 - 54	
	403-3 Occupational health services	50 - 52	
	403-4 Worker participation, consultation, and communication on occupational health and safety	48, 49	
	403-5 Worker training on occupational health and safety	55, 56, 57	
	403-6 Promotion of worker health	50 - 52	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	48 - 50	
	403-8 Workers covered by an occupational health and safety management system	118, 119	
	403-9 Work-related injuries	53, 117, 118	
	403-10 Work-related ill health	53, 117, 118	

GRI Standards	Disclosure	Location and / or Direct Answer	Reason for Omission
Training and Education			
GRI 3: Material Topics 2021	3-3 Management of material topics	92, 93	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	92, 130	
	404-2 Programs for upgrading employee skills and transition assistance programs	92	
	404-3 Percentage of employees receiving regular performance and career development reviews	92, 130	
Diversity and Equal Opportunities			
GRI 3: Material Topics 2021	3-3 Management of material topics	90, 91	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	96, 127, 128	
	405-2 Ratio of basic salary and remuneration of women to men	91, 129	
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	36, 37	
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	114	
Marketing and Labelling			
GRI 3: Material Topics 2021	3-3 Management of material topics	35, 36	
GRI 417: Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	115	
Customer Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	37	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	115	



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