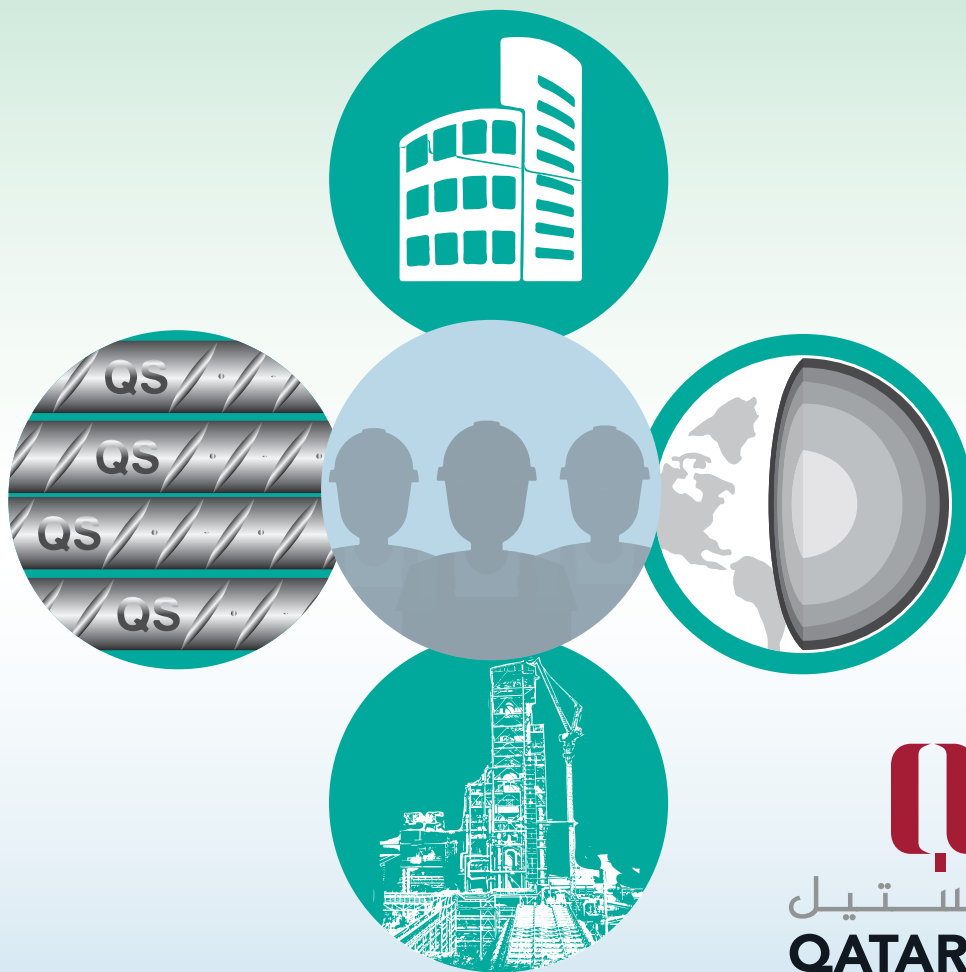


# 2018

SUSTAINABILITY  
REPORT



قطر ستيل  
QATAR STEEL





## SUSTAINABILITY REPORT 2018

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His Highness  
Sheikh Hamad Bin Khalifa Al Thani  
The Father Amir



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

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# ABOUT THIS REPORT



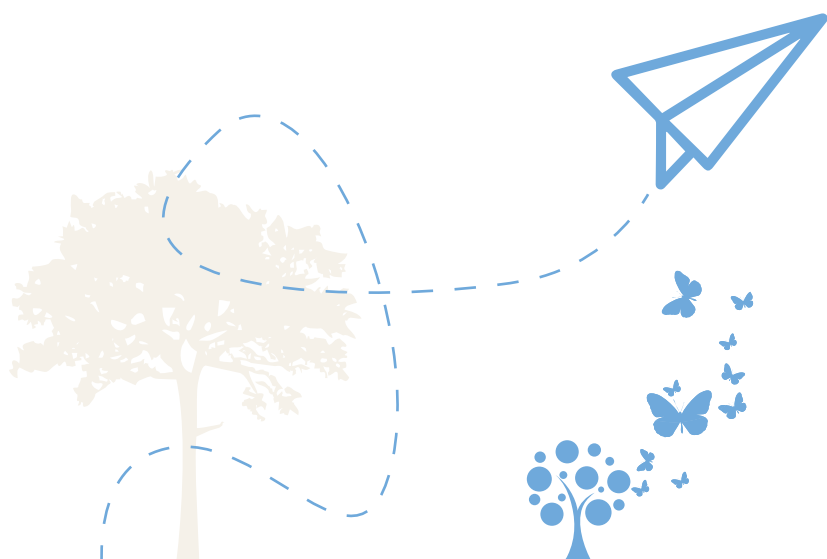
Welcome to Qatar Steel's eighth annual sustainability report covering the year 2018. This report summarizes our activities, achievements and performance to foster sustainability across all our operations. We are committed to the sustainable development of Qatar's ever-growing economy, in line with the Qatar National Vision 2030.

The United Nations 17 Sustainable Development Goals (SDGs) provide a thorough global framework for sustainable development. For this reason, Qatar Steel's sustainability report will refer to the SDGs, outlining the global sustainability goals which the company strives to attain through its sustainability strategy and day to day activities.

This report is also consistent with the International Petroleum Industry Environmental Conservation Association (IPIECA), the International Oil and Gas Producers Association (IOGP) and the American Petroleum Institute (API) Oil and gas industry guidance on voluntary sustainability reporting (2015). This report has been prepared in accordance with the GRI Standards: Core option. Furthermore, the report also integrates the GRI's Sector Disclosures of the Metals and Mining Sector Supplement (MMSS).

We encourage you to share your feedback on this report and our performance. To reach us, please contact: [sustainability@qatarsteel.com.qa](mailto:sustainability@qatarsteel.com.qa)

# Message from the Managing Director and Chief Executive Officer



Welcome to Qatar Steel's 8th Annual Sustainability Report.

Qatar Steel has made significant achievements in sustainability during 2018. Our operational efficiency and sustainability efforts helped achieve a 9.5% reduction in freshwater usage and increased our volume of recycled water to 36%. With the implementation of the Qatar Steel's Near Zero Liquid Discharge (NZLD) project, a further 40 % reduction of freshwater is expected. The use of recycled material as input material went up by 14% since 2017 to a total of 579,083 metric tonnes of recycled materials used in production. The training hours each employee receives per year has more than tripled since 2016 to an average of 29 hours of training during the current year.

Qatar Steel succeeded in achieving good performance in the year 201 despite operating in a challenging environment. Qatar Steel had to conform to new geopolitical realities and worked to shift export sales to 100% non-GCC markets with successful penetration into new ASEAN markets. In order to adapt to the highly competitive steel markets in exports, we maintained high operational efficiencies with all production facilities running at full capacity, with emphasis on the highest safety standards and regular improvements.

In 2018, Qatar Steel continued its focus on building a stronger culture of safety by completing phase 2 of the "AMAN Safety Transformation Program" which has resulted in a safer working environment for our employees and contractors, and continuous downward trends for all safety indicators. The company's employees LTIR rate for 2018 surpassed its target goal, achieving 0.53, a 40% reduction over the 2017 rate. Similarly, our contractor's LTIR also realized its target, reducing the rate to 0.48, a 44% decrease from 2017. Our HS&E department grew from five safety officers to 20 safety coordinators who are firmly resolved to embed a culture of safety at Qatar Steel.

Our achievements are the direct result of the commitment of our management and employees to help Qatar Steel become a safe, sustainable and world-class producer of steel products. I kindly invite you to read through this year's report and learn more about how we Make Steel Matter.

**Mohammed Nasser M A Al-Hajri**  
Managing Director and Chief Executive Officer

# About Qatar Steel



Qatar Steel was established in 1974 as the first integrated iron and steel plant in the Arabian Gulf. Over the past 3 decades the company made a reputation as established leader in the steel industry within the GCC region. Production operations are based in Mesaieed Industrial City, 45 kilometers south of Doha, where Qatar Steel's corporate headquarters are based. The Company's plant consists of direct reduction modules, electric arc furnaces, ladle furnaces, continuous billet casting machines and rolling mills, which produce direct reduced iron, steel billets and reinforcing steel bars. The plant with its office occupies an area of 1,354,601 square meters, and a further 375,000 square meters plot adjacent to the site reserved for future development and expansion. In 2018, Muntajat (Qatar Chemical and Petrochemical Marketing and Distribution Company Q.P.J.S.C.), formally took over the marketing, selling and distribution activities of Qatar Steel's entire production.

## Ownership & Joint Ventures

Qatar Steel is fully owned by Industries Qatar (IQ) since 2003. Qatar Steel puts emphasis on investing in high-quality materials by diversifying in the market and investing in strategic, long-term as well as international partnerships. The company's shareholdings in the regional steel industry include SOLB Steel Company in Saudi Arabia (31.03%) as well as Foulath Holding B.S.C. in Bahrain (25%).

## Qatar Steel Company FZE - Dubai

The Company also operates a UAE based subsidiary – Qatar Steel Company FZE, established in July 2003 to meet the demand for wire rod and rebar products in the GCC and internationally. Qatar Steel Company FZE has two production facilities in Jebel Ali Free Zone, Dubai, UAE: a Wire Rod Mill and a Rebar Mill with a capacity of 240,000 and 300,000 metric tonnes per year respectively.

## Qatar Metal Coating Company W.L.L.

In a joint venture, Qatar Steel and Qatar Industrial Manufacturing Company (QIMC) established the Qatar Metals Coating Company W.L.L. (Q-Coat) in 1990 with a vision to provide a solution to concrete reinforcement corrosion. Q-coat produces Fusion Bonded Epoxy (FBE) coated rebar, which is considered by many researchers and engineers as the most cost-effective technique for combating the corrosion of rebar. Qatar Steel and Qatar Industrial Manufacturing Company each own 50% of Q-Coat which has a production capacity of 100,000 metric tonnes per year. In 2018, the plant operated at an average capacity level of 33%.

## SOLB Steel Company

Qatar Steel owns 31.03% of SOLB Steel Company. Formerly the South Steel Company, SOLB Steel Company began its commercial operations of a 1.0 million tonne per year Steel Melt Shop and a 0.5 million tonne per year Rolling Mill in January 2013. In 2018, the Steel Melt Shop and Rolling Mills operated at an average capacity level of 49% and 27% respectively.

## Foulath Holding B.S.C.

Established in June 2008, Foulath Holding B.S.C. was formerly Gulf United Steel Holding Company B.S.C. and currently invests in the growth of the steel industry in the Gulf Cooperation Council (GCC) countries and Middle East and North African (MENA) region. Qatar Steel owns 25% of Foulath Holding B.S.C. The group comprises of the following companies: Bahrain Steel B.S.C., United Stainless Steel Company B.S.C (USCO), SULB Company B.S.C and United SULB Company L.L.C.

# History & Recognitions



Qatar Steel achieves a total production of one million metric tons from its DR, EAF,CC, and RM plants.

1981

Qatar Steel receives ISO 9000 certification for its Quality Management System, which was later updated to ISO 9001 in 2004 and renewed in 2012.

1995

Qatar Steel obtains the ISO 14001 designation for its Environmental Management System.

1999

Qatar Steel receives UK CARES for Quality Management System and Product Conformity in Steel for Reinforcement of Concrete Certificate (BS 4449:1997Gr460B) for sizes varying from 10.0mm~40.0mm.

2006

Qatar Steel receives UK CARES Product Conformity in Steel for Reinforcement of Concrete Certificate (BS 4449:2005 Grade B500B) for sizes varying from 10.0mm~40.0mm.

2009

Qatar Steel receives UK CARES Sustainable Reinforcing Steel Certification.

2011

Qatar Steel receives Qatar Petroleum's Award for Excellence in Sustainability Reporting for 2011. Qatar Steel receives UK CARES Sustainable Reinforcing Steel Re-certification. Qatar Steel releases its second Sustainability Report, for the year 2012. Qatar Steel obtains Dubai Central Laboratory (DCL) Product Conformity in Steel for Reinforcement of Concrete Certificate (ISO 6935- 2:2007 B500B-R) for sizes varying from 10.0mm~40.0mm.v

2013

Qatar Steel becomes the first integrated steel plant in this region to achieve the ISO 27001: 2013 certification in Feb 2016 for Information Security Management Systems in recognition for its standardized and best practices implementation of state of the art IT infrastructure management and Information Security management.vQatar Steel receives UK CARES Sustainable Reinforcing Steel Re-certification. Qatar Steel releases its second Sustainability Report, for the year 2012. Qatar Steel obtains Dubai Central Laboratory (DCL) Product Conformity in Steel for Reinforcement of Concrete Certificate (ISO 6935- 2:2007 B500B-R) for sizes varying from 10.0mm~40.0mm.v

2016

Qatar Steel obtains the Japanese Industrial Standards (JIS) Certificate.

1991

Qatar Steel becomes fully owned by the Government of Qatar.

1997

Qatar Steel becomes fully owned by Industries Qatar (IQ). Qatar Steel obtains Saudi Arabian Standards Organisation (SASO) Certification.

2003

Qatar Steel obtains Dubai Central Laboratory (DCL) Product Conformity in Steel for Reinforcement of Concrete Certificate (ASTM A615 Grade 60 and BS 4449:1997 Grade 460B) for sizes varying from 10.0mm~40.0mm.

2008

Qatar Steel obtains Dubai Central Laboratory (DCL) Product Conformity in Steel for Reinforcement of Concrete Certificate (BS 4449:2005Grade B500B) for sizes varying from 10.0mm~40.0mm.

2010

Qatar Steel receives UK CARES Sustainable Reinforcing Steel Re-certification. Qatar Steel releases its first Sustainability Report, which covers the company's operational, environmental, social and economic performance for the period 2009-2011. Qatar Steel becomes the first steel company in the region to be inducted into Palladium's Hall of Fame for Strategy Execution.

2012

Qatar Steel receives the Innovation in Waste Management Award in the Qatar Energy and Industry Sector Sustainability Programme Awards for the year 2013. Qatar Steel's new plant, EAF5, comes online in January 2014, with a total capacity of 1.04 million tons per annum. Qatar Steel Laboratory obtains ISO/IEC 17025:2005 accreditation from Dubai Accreditation Centre (DAC).Sustainability Report, which covers the company's operational, environmental, social and economic performance for the period 2009-2011. Qatar Steel becomes the first steel company in the region to be inducted into Palladium's Hall of Fame for Strategy Execution.

2013

As a continuous effort to protect the environment, recycle the industrial wastes resulted from its steel manufacturing, for a better reuse and investment Qatar Steel held a seminar on the optimization of steel slag in constructions and road asphaltting. Qatar Steel dispatched 95,000 tons of waste EAF dust to a neighboring cement company for cement clinker production as a sustainable solution. Qatar Steel has received product conformity certificate from UK CARES for its newly developed QS 600 High strength rebar. Sector Sustainability Programme Awards for the year 2013. Qatar Steel's new plant, EAF5, comes online in January 2014, with a total capacity of 1.04 million tons per annum. Qatar Steel Laboratory obtains ISO/IEC 17025:2005 accreditation from Dubai Accreditation Centre (DAC).Sustainability Report, which covers the company's operational, environmental, social and economic performance for the period 2009-2011. Qatar Steel becomes the first steel company in the region to be inducted into Palladium's Hall of Fame for Strategy Execution.

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2017

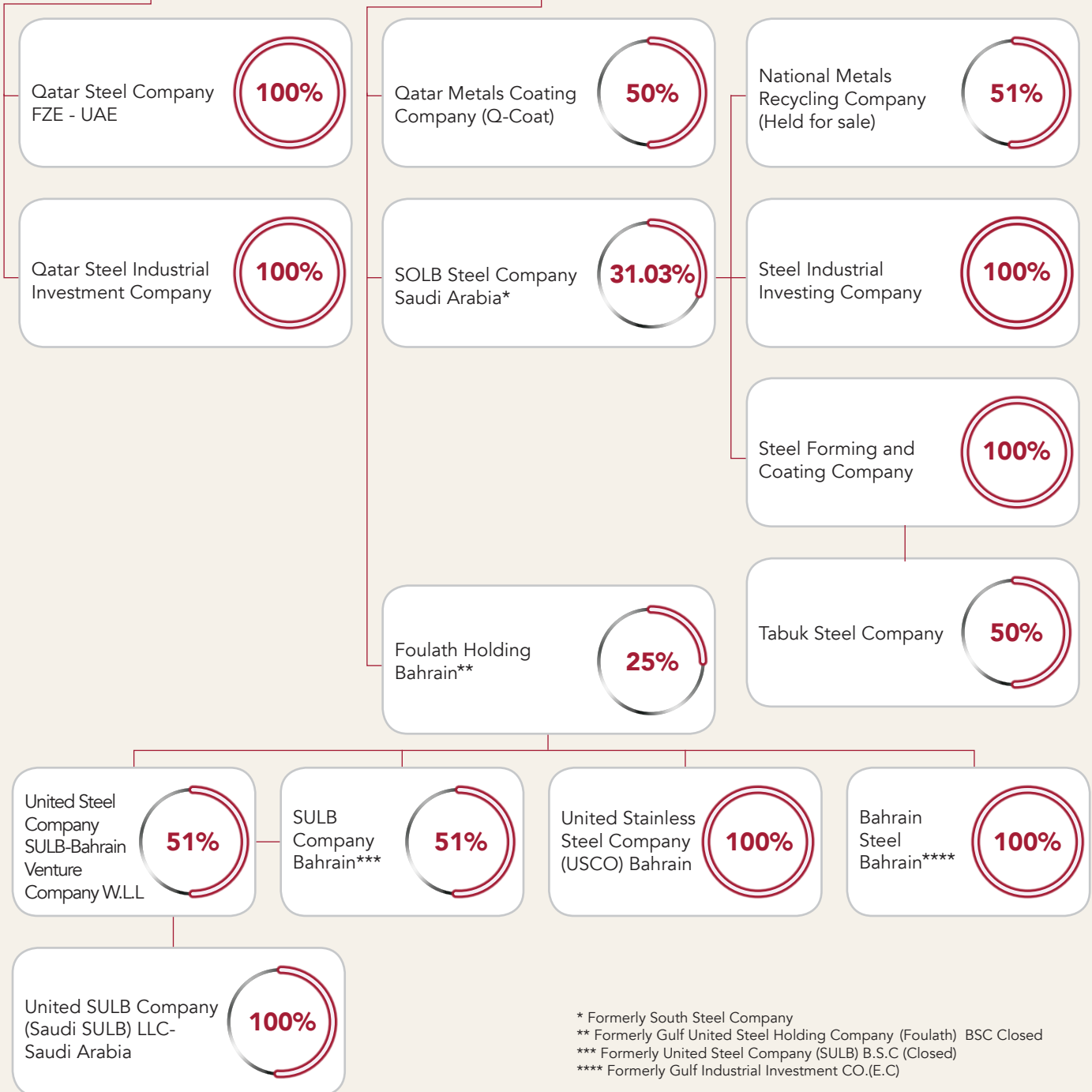


# SUBSIDIARIES & AFFILIATES

## QATAR STEEL COMPANY

### SUBSIDIARIES

### ASSOCIATES



\* Formerly South Steel Company  
 \*\* Formerly Gulf United Steel Holding Company (Foulath) BSC Closed  
 \*\*\* Formerly United Steel Company (SULB) B.S.C (Closed)  
 \*\*\*\* Formerly Gulf Industrial Investment CO.(E.C)

# Products

Qatar Steel produces four main product categories:

- Cold direct reduced iron (DRI)
- Hot briquetted iron (HBI)
- Steel billets, and
- Reinforcing steel construction bars (Rebar).

We are recognized for the consistent quality and reliability of product and service offerings, thanks to our state-of-the-art technology and world-class professional expertise. Rebar is our top sales item, and we offer two varieties designed for maximum sustainability: corrosion resistant epoxy coated rebars and high strength rebars.



(DRI)



(HBI)



(Steel Billet)

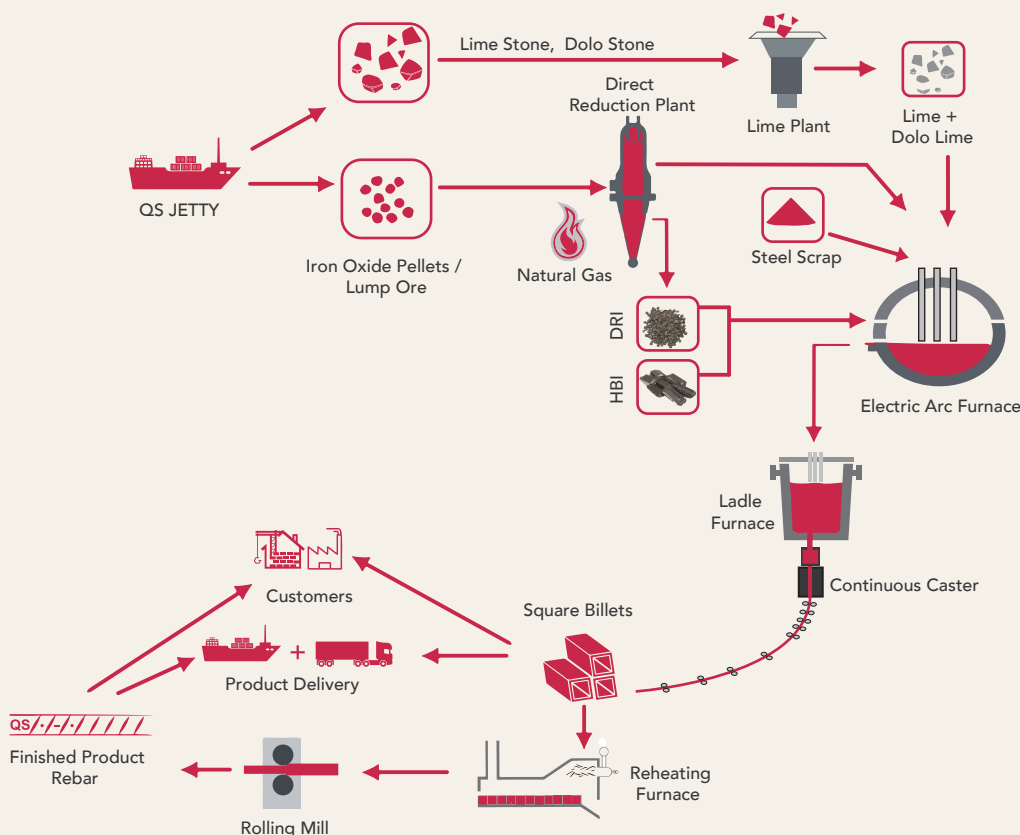


(Rebar)

# Value Chain

We strive to maximize efficiency and operational excellence in all stages of our manufacturing processes. Production activities in our state-of-the-art production facilities and steel plants are streamlined and synchronized towards the achievement of these objectives. All of our products are marketed, sold and distributed solely and exclusively by Qatar Chemical and Petrochemical Marketing and Distribution Company (Muntajat) Q.J.S.C. The main markets for our products are domestic, but especially rebar and billets for wire rod application are also sold to South East Asia, specifically Hongkong, Singapore, Malaysia and Indonesia.

## Qatar Steel Process Flow Diagram





## Vision, Mission, Purpose and Values

### Our Vision

We endeavour to be universally recognized as a leading and constantly growing force in the steel industry of the region, to be admired for our business culture, for building value for our shareholders and customers, and for bringing inspiration to our people.

### Our Mission

We will continue to be the first name in the region's steel industry as a sustainable producer, safeguarding Health, Safety & Environment, maximizing stakeholder value and contributing to Qatar National Vision 2030.

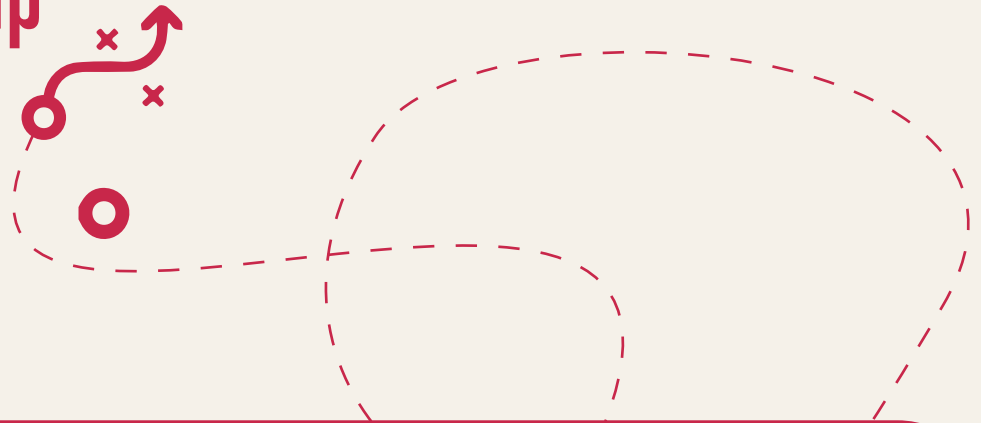
### Our Purpose

- To reach a league where we will matter beyond normal commercial objectives.
- To become the standard for quality enterprise and to exude a winning attitude in order to make a difference in our environment.

### Our Values

- Trustworthy
- Dynamic
- Perceptive
- Reliable
- Creative

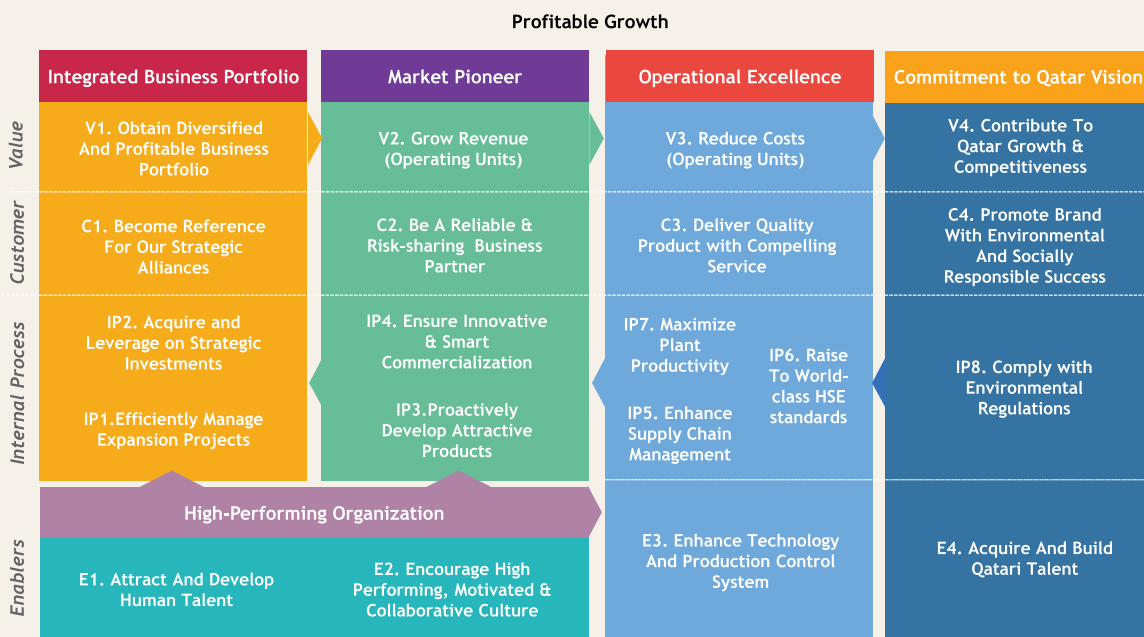
# Strategy Map



Qatar Steel's Strategy Map is integral to the continued success of our business. Greatly influenced by its sustainability management approach, Qatar Steel's Strategy Map provides a holistic approach to business management, as it consists of key priorities, identified through consultation with 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 organization from the employee to the corporate level.

## QATAR STEEL STRATEGY MAP 2018-2020

*"We endeavour to be universally recognized as a leading and constantly growing force in the steel industry of the region, to be admired for our business culture, for building value for our shareholders and customers, and for bringing inspiration to our people".*



*Under pin of our principal values : Trustworthy, Reliable, Dynamic, Creative and Perceptive*

# Qatar Steel Highlights 2018



29 average hours of training provided to employees



Over 40% decrease in Lost Time Injury Frequency Rate (LTIFR) for employees and contractors



13,088 hours of HSE trainings



36% of process water recycled



9.1% Qatarization rate



Recycled around 100,000 tonnes of by-product briquettes produced in-house in the steel making process.



579,083 metric tonnes of recycled materials used as input in production



DR-1 plant successfully completed 15 years of zero LTI



7.5% increase in local procurement spend since 2016



# Sustainability Management Approach



Qatar Steel’s sustainability management approach is the foundation of sustainability within the company. The approach is based on the integration of the company’s material topics, Sustainability Framework, Strategy Map and Sustainability Roadmap 2020. These tools work together to enable Qatar Steel to measure its progress and continuously improve upon its sustainability efforts in line with stakeholders’ opinions and the Qatar National Vision 2030.

## Sustainability Framework

Qatar Steel’s Sustainability Framework is based upon seven pillars, which we envision have the greatest impact on our company and stakeholders. The pillars of this framework provide the foundation for this sustainability report. Each of the seven pillars has pertinent material issues, which are further discussed throughout this report. Qatar Steel Sustainability Policy was amended in November 2018 by prioritising HSE along with other pillars of the Sustainability Framework.



**INSTILLING GOOD GOVERNANCE AND ACCOUNTABILITY**

- Corporate Governance
- Accountability & Ethics
- Management System
- Risk Management

**ACHIEVING PROFITABLE GROWTH**

- Financial Performance
- Strategic Investment
- Cost Optimization

**DEVELOPING A HIGH PERFORMING AND MOTIVATED TEAM**

- Training & Development
- Performance Based Compensation & Rewards



**ENSURING A SAFE AND HEALTHY WORK ENVIRONMENT**

- Employee Safety
- Emergency Response Preparedness
- Contractor Safety
- Occupational Health

**CONTRIBUTING TO QATAR'S DEVELOPMENT**

- Qatarization
- Local Procurement
- Community Investment

**REDUCING ENVIRONMENTAL IMPACT**

- Emission
- Responsible Sourcing
- Raw Material
- Water & Energy Management
- Waste Management & Recycling



## Engaging with Stakeholders

Based on Qatar Steel's understanding of the importance of stakeholder engagement, the company developed its stakeholder map identifying key stakeholder groups, their priority issues, how the company engages with them, and why they are important.

CUSTOMER	EMPLOYEES	GOVERNMENT & REGULATORS	INVESTORS
<ul style="list-style-type: none"> <li>Quality of Products</li> <li>Products Safety</li> <li>Innovative Technology</li> <li>Environmentally Sound Product</li> </ul>	<ul style="list-style-type: none"> <li>Employees Health and Safety</li> <li>Remuneration &amp; Rewards</li> <li>Working Conditions &amp; Job Security</li> <li>Career Development &amp; Operational Quality</li> </ul>	<ul style="list-style-type: none"> <li>Social &amp; Community Development</li> <li>Investments</li> <li>Employment Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Corporate Responsibility Management</li> <li>Climate Change</li> </ul>
<ul style="list-style-type: none"> <li>Site Visits</li> <li>Customer oriented publication</li> <li>Customer Satisfaction Survey</li> <li>Annual Customer Gathering</li> </ul>	<ul style="list-style-type: none"> <li>Intranet</li> <li>One to One Meetings &amp; Annual Gathering</li> <li>Training Programme</li> <li>Code of Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Joint Programmes &amp; Partnerships</li> <li>One to One Meetings</li> <li>Audit Reports</li> <li>Environmental Statements</li> </ul>	<ul style="list-style-type: none"> <li>One to One Meeting</li> <li>Annual Investors Meeting</li> <li>Conferences</li> <li>Visit</li> </ul>
<ul style="list-style-type: none"> <li>Innovative Partnerships for Sustainable</li> <li>Growth</li> <li>Grow Business</li> </ul>	<ul style="list-style-type: none"> <li>Perform Quality and Productive Leadership</li> <li>Most Important Asset to run the business</li> </ul>	<ul style="list-style-type: none"> <li>To Provide Fair and Clear Competitive Trading Conditions</li> </ul>	<ul style="list-style-type: none"> <li>Financial &amp; Economic Growth</li> </ul>
<ul style="list-style-type: none"> <li>Provide Quality Products</li> </ul>	<ul style="list-style-type: none"> <li>Providing Safe &amp; Secure Experience</li> </ul>	<ul style="list-style-type: none"> <li>Product Innovation</li> <li>Economic Growth</li> <li>Revenue</li> </ul>	<ul style="list-style-type: none"> <li>Investors Return</li> <li>Sustainable Growth</li> </ul>
MEDIA	LOCAL COMMUNITIES	SUPPLIERS	
<ul style="list-style-type: none"> <li>Industrial Development</li> <li>Environment Anxieties</li> <li>Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Environment Anxieties</li> <li>Social &amp; Community Investment</li> <li>Community Engagement Process</li> <li>Health</li> </ul>	<ul style="list-style-type: none"> <li>Liabe Sourcing</li> <li>Product Quality</li> <li>Operational Excellence</li> <li>Ethical Business Practice</li> </ul>	<b>STAKE HOLDERS MAP</b> <ul style="list-style-type: none"> <li>Key Issues of Interest for our Stakeholders</li> <li>Ways of Engaging with our Stakeholders</li> <li>Why our Stakeholders Important to us?</li> <li>Why are we Important to our Stakeholders?</li> </ul>
<ul style="list-style-type: none"> <li>Business Visits</li> <li>Press Releases</li> <li>Interviews</li> <li>Sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>One to One Meetings</li> <li>Visits and Workshops</li> </ul>	<ul style="list-style-type: none"> <li>Business Visit</li> <li>Vendors Meeting</li> <li>Conferences &amp; Seminars</li> </ul>	
<ul style="list-style-type: none"> <li>Strongly shape reputation and promote awareness of product &amp; operations</li> </ul>	<ul style="list-style-type: none"> <li>Build Confidence with Local Communities</li> </ul>	<ul style="list-style-type: none"> <li>Quality of Goods &amp; Services as per Contractual Specification</li> </ul>	
<ul style="list-style-type: none"> <li>Provide Industrial trends Environmental, Social &amp; Economic Information</li> </ul>	<ul style="list-style-type: none"> <li>Provide Support for Social &amp; Local Community Development</li> </ul>	<ul style="list-style-type: none"> <li>Business opportunities</li> <li>Swift Payment</li> </ul>	

# Material Issues

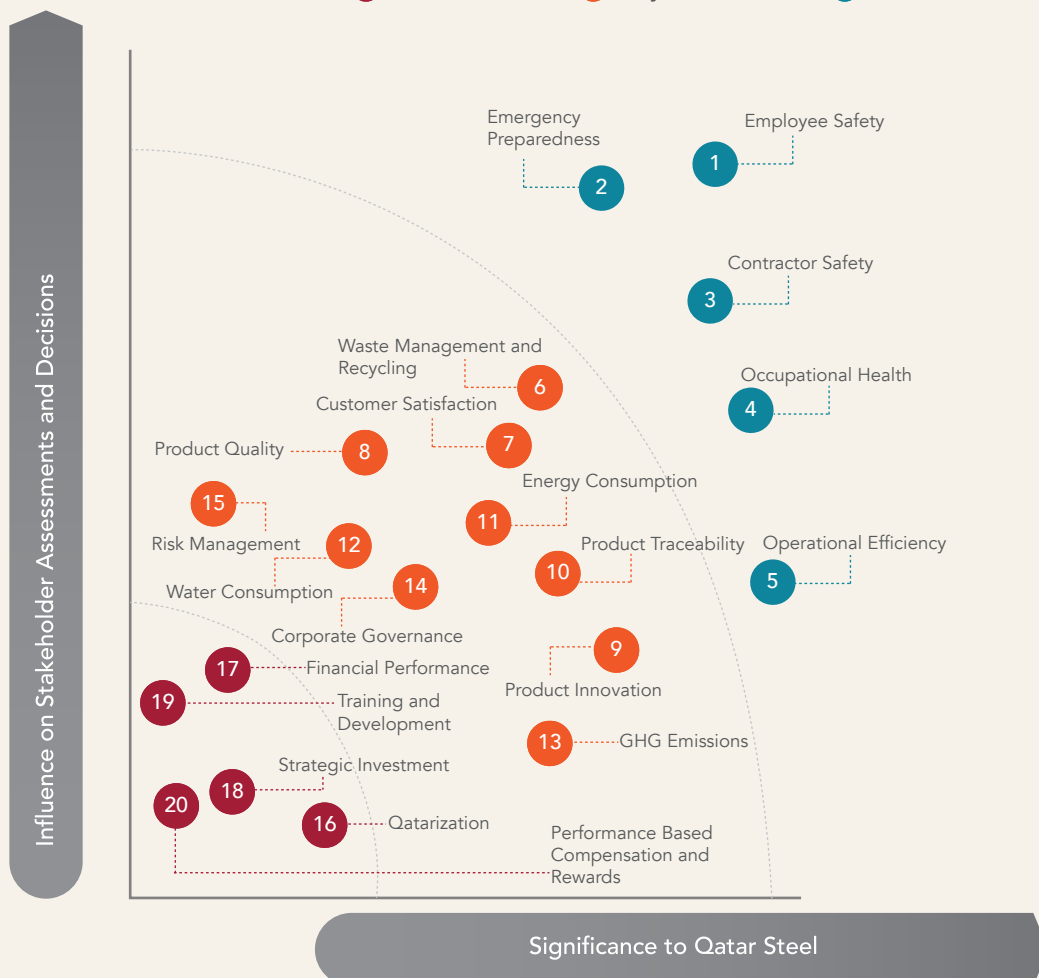
Qatar Steel’s sustainability reporting is guided by a materiality process to identify and prioritize its most material sustainability issues from the perspective of stakeholder and company interests. As part of its sustainability management, Qatar Steel revises its material issues biennially, reviewing the changing industry context, emerging trends, and stakeholder feedback. Critical issues are always reflected in reporting as they arise. The assessment follows these five steps:

1. Identifying material issues: Qatar Steel relies on multiple sources to help identify material issues, such as internal stakeholders, peer companies, Qatar National Vision 2030 and the Qatar National Development Strategy; Global Reporting Initiative (GRI) Standards and other reporting standards and industry associations as IPIEC
2. Organizing materiality issues around Qatar Steel’s sustainability focus areas.A.
3. Categorizing issues in accordance with the relevance for a given stakeholder.
4. Obtaining feedback from internal stakeholders regarding priority of material issues relevant to them and to external stakeholders whom they communicate with on a regular basis. Qatar Steel communicates with its stakeholders via interviews with all key functional areas of its operations.
5. Final prioritization: Material issues within each sustainability focus area are ranked in accordance with the feedback received.

## Qatar Steel’s Materiality Matrix for 2018

### Top Material Issues

● Material      ● Very Material      ● Most Material





# Sustainability Roadmap 2020


In 2018, Qatar Steel built upon the progress achieved in the past three years since the implementation of the Sustainability Roadmap 2020. This five-year plan is an important milestone in Qatar Steel's sustainability journey, and outlines the performance targets to be achieved from the year 2016-2020, across six thematic objectives. It sets a clear path to improve the sustainability of the company.



Sustainable steel supplier of choice in the region




Breakthrough low carbon footprint steel industry




World-class energy consumption rates for the steel industry



Leader in recycling and reusing among companies in the Qatar's energy and industry sector































Zero-harm culture and performance



Leading water management practices for Qatar and the steel industry internationally

The Roadmap is built upon Qatar Steel's Sustainability Framework.

							UN SDGs	
Making Steel Matter	✓	✓	✓	✓		✓	SDG 7, SDG 8, SDG 9, SDG 12    	
Achieving Profitable Growth	✓	✓	✓	✓	✓	✓	SDG 8, SDG 9, SDG 10, SDG 11    	
Contributing to Qatar's Development	✓				✓	✓	SDG 8, SDG 10, SDG 11   	
Reducing Environmental Impact	✓	✓	✓	✓		✓	SDG 6, SDG 7, SDG 13   	
Ensuring Safe and Healthy Work Environment					✓		SDG 3, SDG 8  	
Developing a High-Performing & Motivated Team					✓		SDG 4, SDG 5, SDG 8, SDG 10    	
Instilling Good Governance and Accountability	Overall Framework							SDG 8, SDG 16  

Marking the third year of the Sustainability Roadmap, Qatar Steel examined its progress along each objective. As of this year, the following has been achieved:

Sustainability Roadmap Objective	Progress in 2018	
 Sustainable steel supplier of choice in the region	<ul style="list-style-type: none"> <li>In 2018, the company developed yet another rebar, conforming to ASTM A706 Grade 60, through QST process for seismic zone applications with a high TS/YS ratio (&gt;1.25), certified by UK CARES. This grade of rebar is suitable for constructions in earthquake-prone areas for enhancing structural safety due to its strength and high ductility. As a result, this grade of rebar can be plastically bent to a much larger extent and this flexibility is an important characteristic for increasing safety of construction in areas where earthquakes occur frequently.</li> </ul>	
 Breakthrough low carbon footprint steel industry	<ul style="list-style-type: none"> <li>The company's GHG emissions intensity has stayed relatively flat at 1.3 CO2e/metric tonne of molten steel, despite slight increases in production.</li> </ul>	
 World-class energy consumption rates for the steel industry	<p>The company's total energy intensity has decreased from 15.32 GJ/metric tonne of molten steel in 2016 to 15.1 GJ/metric tonne of molten steel in 2018.</p> <ul style="list-style-type: none"> <li>To ensure energy optimization for all high energy consumption sources and to comply with the statutory requirement from Kahramaa, Qatar Steel engaged a consultancy service for power factor improvement.</li> <li>QS implemented a major project in Qatar Fuel-Woqod (QSC), installing 6 units of capacitor banks (5 MVAR), improving the electrical power factor from 0.85 to 0.99.</li> <li>In an effort to support renewable energy, esp. solar power, QS is proactively looking for possibilities of engagement with third parties like Kahramaa, local universities and other industries in coming years to minimize the natural gas consumption in Kahramaa power generation plants.</li> </ul>	
 Leader in recycling and reusing among companies in the Qatar's energy and industry sector	<p>Qatar Steel successfully recycled around 100,000 tonnes of by-product briquettes and also consumed around 10,000 tonnes of carbon material from neighboring companies as a raw material in the steel making process.</p> <ul style="list-style-type: none"> <li>In 2018 trial of recycling MgO-C bricks was successfully conducted at EAF.</li> <li>From July 2015 to December 2018, around 283,373 tons of EAF dust was successfully recycled by a neighbouring cement company to produce cement clinker.</li> <li>Trial of recycling tire crumbs as partial replacement of carbon injection material was conducted successfully in EAF 3.</li> </ul>	
 Zero-harm culture and performance	<ul style="list-style-type: none"> <li>Completed phase 2 of the safety transformation program "AMAN" in October 2018.</li> <li>The company's employee LTIR rate for 2018 surpassed its target goal, achieving 0.53 – a 40% reduction over the 2017 rate. Similarly, the contractors LTIR also realized its target, reducing the rate to 0.48 – a 44% decrease from 2017.</li> <li>The focus moving forward is to capacitate the expanded HSE department to own and sustain the achievements of the Safety Transformation Program. To that end, in 2018 HSE engaged a certified 3rd party training agency focusing on working at height, permit to work, confined space, AGT and LOTO. Moreover, a competency matrix has been developed for 22 roles against 28 key HSE skills, identifying any gaps as well as the required training to bridge them.</li> <li>All departments have completed training on the 11 Life Saving Rules, and a special Committee was established to deal with any violations.</li> </ul>	
 Leading water management practices for Qatar and the steel industry internationally	<ul style="list-style-type: none"> <li>The company has maintained its downward trend towards zero cubic meters of process wastewater discharged to the sea. 2018 saw the discharged wastewater decrease to 622,320 m3 from 708,174 m3 in 2017, a reduction of 12%.</li> <li>A trial to re-use wastewater for garden irrigation started in 2018. The estimated quantity of wastewater re-used for irrigation is 10,300 m3.</li> <li>The Near Zero Liquid Discharge (NZLD) Project was approved by the Tender Committee in Q4 2018 and is ready to be awarded.</li> </ul>	

# Making Steel Matter

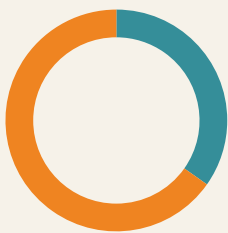


Making Steel Matter is all about the product – the quality and traceability, innovation, operational efficiency, and customer satisfaction, ultimately helping Qatar Steel to become the sustainable steel supplier of choice in the region. As the demand for sustainability in construction materials increases, Qatar Steel is committed to set new trends in the field of sustainable construction and ecological innovation. In recognition of this need, Qatar Steel aims to develop products that provide its customers with eco-efficiency gains along with increased profitability. Our consideration of ecological progressiveness and business development drives us forward to our overall goal of increased production sustainability. This adds value in a number of different ways: it strengthens our business potential for market access and sales, it bolsters our contributions to the Qatari economy, and it provides our construction clients with more environmentally friendly and profitable solutions.

Qatar Steel operates two direct reduced units (DR1 and DR2) for iron making, three steelmaking electric arc furnaces (EAF3, EAF4 and EAF5) and two rolling mill facilities (RM1 and RM2). The company also operates two auxiliary units of lime kiln (Kiln1 & Kiln2), which produce quick lime and dolomite

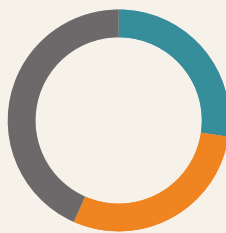


Direct Reduction Plants  
MMT DRI / HBI



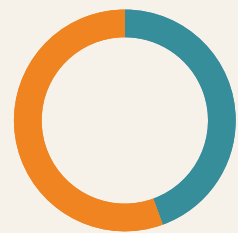
■ DR1 ■ DR2

Steel Melt Shops  
(SMS) MMT Billets



■ EAF/CC3 ■ EAF/CC4 ■ EAF/CC5

Rolling Mills  
MMT Rebar



■ RM1 ■ RM2

Including its UAE subsidiary, Qatar Steel had an annual production of 2.57 MMT (million metric tonnes) of semi-finished product (billets), 2.46 MMT of direct reduced iron (DRI) and 2.10 MMT of finished product (rebar) in 2018.

## Production

Qatar Steel (in metric tons, MT)	2016	2017	2018
Direct Reduced Iron (DRI)	2,478,481	2,547,916	2,464,915
Hot Briquetted Iron (HBI)	27,457	0	0
Molten Steel	2,544,157	2,668,763	2,598,764
Steel Billets	2,520,751	2,644,991	2,574,938
Reinforcement Steel Bars (rebar)	1,893,052	1,745,143	1,846,371
Byproducts*	219,139	285,286	340,634

Qatar Steel FZE (in metric tons, MT)	2016	2017	2018
Reinforcement Steel Bars (rebar)	379,365	298,701	302,044
Wire Rod and Rebar in Coils	186,372	120,186	105,107

\* includes Oxide Fines, DR Fines, DR Dust, DR Slurry, Classifier Dust, Alloy Dust, EAF Dust, Limestone Fines, Dolostone Fines

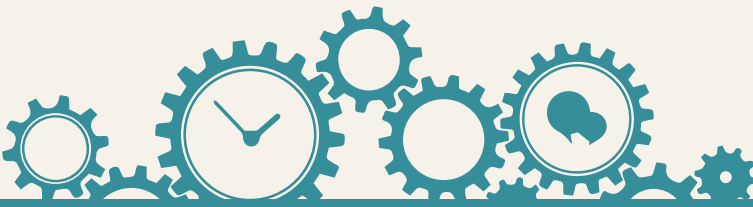
## Product Innovation and Operational Efficiency

Product innovation, alongside operational efficiency and excellence, is an integral element to Qatar Steel's continued economic success and pursuit of sustainable steel. The company seeks to develop value-added products, working alongside customers to meet their needs and anticipate future trends. These efforts are outlined in Qatar Steel's Sustainability Roadmap, and centre on four key objectives and partially linked with each other.

### Product Diversification

Qatar Steel has a long history of successfully developing cutting-edge solutions and diversifying its portfolio over time. The Research and Sustainability (R&S) department, established in 2012, is working across all levels of operations to push for product innovation, mainly focusing its efforts on the development different grades of rebar, wire rod and billets conforming to international specifications for gulf and export market. In 2017, Qatar Steel had successfully developed a new high-strength rebar with a yield strength of 600MPa, conforming to ASTM Grade 80 and above. In 2018, the company developed yet another rebar, conforming to ASTM A706 Grade 60, through QST process for seismic zone applications with a high TS/YS ratio (>1.25), certified by UKCARES. This grade of rebar is suitable for constructions in earthquake-prone areas for enhancing structural safety due to its strength and high ductility. As a result, this grade of rebar can be plastically bent to a much larger extent and this flexibility is an important characteristic for increasing safety of construction in areas where earthquakes occur frequently.





## Process Improvement

In 2018 the company continued to carry out improvements and modifications to site equipment and processes. These improvements and modifications, among other things, developed the working environment by improving the general safety for operators, as well as reducing dust emissions and other impacts on the environment. Some of the improvements and modifications accomplished in the plant are mentioned below.

- At the DR1 plant, when there is stoppage of Process or Product Dust Collection System (PDCS), huge amounts of dust were emitted to the surrounding environment. An interconnection was made between these two systems so that the PDCS can be used as an alternate facility during the stoppage of PDSC to reduce the dust emission and protect the operators.
- To eliminate dust accumulation in the product bucket elevator, a permanent dust collection line was installed at DR1.
- A conveying system with wind guard protection was introduced at DR1 plant which eliminates fugitive emissions and raw material and product loss.
- Introduced SO<sub>2</sub> and NO<sub>x</sub> monitoring systems at EF5 main furnace de-dusting system to monitor and control dust and GHG emission levels to controlled ambient levels.
- To enhance environmental safety, 10 new CO detectors were installed in various hazardous location of the DR1 plant.
- At Ladle Furnace, an argon purging line has been modified to avoid direct human interface with hazardous working conditions and to enhance the safety of operators.
- As a major project of electric power factor improvement 6 units of capacitor banks (each is 5 MVAR) for electrical power factor correction were installed at DR1, DR2, RM1, RM2, main substation and EAF5. This project improved the electrical power factor from 0.85 to 0.99.
- Opportunities for renewable energy projects such as installing a solar power plant to reduce the total power consumption are investigated by collaborating with institutions like Kahramaa, local universities and other industries in coming years. Consequently this collaboration would minimize the quantity of natural gas consumption, electrical power and GHG emission.



## Spotlight: Qatar Steel holds 34th forum of Quality Control Circle

Qatar Steel's Quality Control Circle (QC Circle) is an initiative that fosters a culture of quality at all levels of operation and encourages employee engagement in improving the working conditions that directly affect them. This year, the 34th QC Circle was held at Al Reem Club in Mesaieed Industrial City. This is an important event on the company's calendar, and was attended by the Managing Director and General Manager, Division managers and Department managers, and other employees from across the company. The forum is aimed at excelling in operations and manufacturing techniques, an activity originally associated with the Japanese 'Kaizen' management system's techniques, which have been globally accepted as an effective tool of improving the working environment. It facilitates total involvement of employees, aspiring them to grow and develop, all the while seeking out and solving potential problems.

Commenting on the importance of the event, Eng. Mohammed Bin Nasser Al Hajri, Managing Director and General Manager of Qatar Steel, said: "This forum aims to encourage employees to innovate and contribute towards improving working conditions, maintaining safety standards and attaining quality, while working to increase production". On the topic of sustainable development, he said, "We will continue to take advantage of the best outputs from this forum by applying best practices and innovations, which help us improve products and services that enhance customer satisfaction and increase efficiency".

Afterwards, he congratulated all participants for their active participation in the 34th forum, and praised them for their exchange of knowledge and committed continuity to enhancing performance in Qatar.



# Product Quality and Traceability

Qatar Steel strives to provide its customers with the best steel products that meet and exceed international standards. Qatar Steel has ISO 17025 certified quality control laboratories equipped with modern computerized testing and analytical instruments to ensure only high-quality products are delivered to the customer. The use of stringent quality-control system qualifies Qatar Steel for several international management systems such as ISO 9001, ISO 14001, OHSAS 18001, BRE BES 6001 and product certifications like CARES product certifications for rebar conforming to different international standards such as BS 4449 2005 Grade B500C, BS 4449 2005 Grade B500B, BS 4449:1997 Grade 460 B, QS600, ISO 6935-2:2015 Grade B500B-R, ASTM A706 Grade 60, SS 560:2016 Grade B500B and Nuclear Grade Applications certified.

Traceability is an important concern for customers to track all the components of product origin. Allocating a charge number to each billet and rebar along with a test certificate supplied with products enables customers to track the history of the production.

The charge number is allocated to each lot of molten steel at EAF production stage which is further tracked downward till the final finished product i.e. rebar. The charge number consists of a serial number beginning with C, D or E followed by a five-digit number and subsequently used as a batch number for billets and rebars. The serial number falls within a range from 00001 to 09999 along with prefix for the year of production. This allows for complete traceability of material along with its production history. Further information about the sourcing of raw materials and life cycle of products can be found in the Responsible Sourcing and Material Consumption chapter.



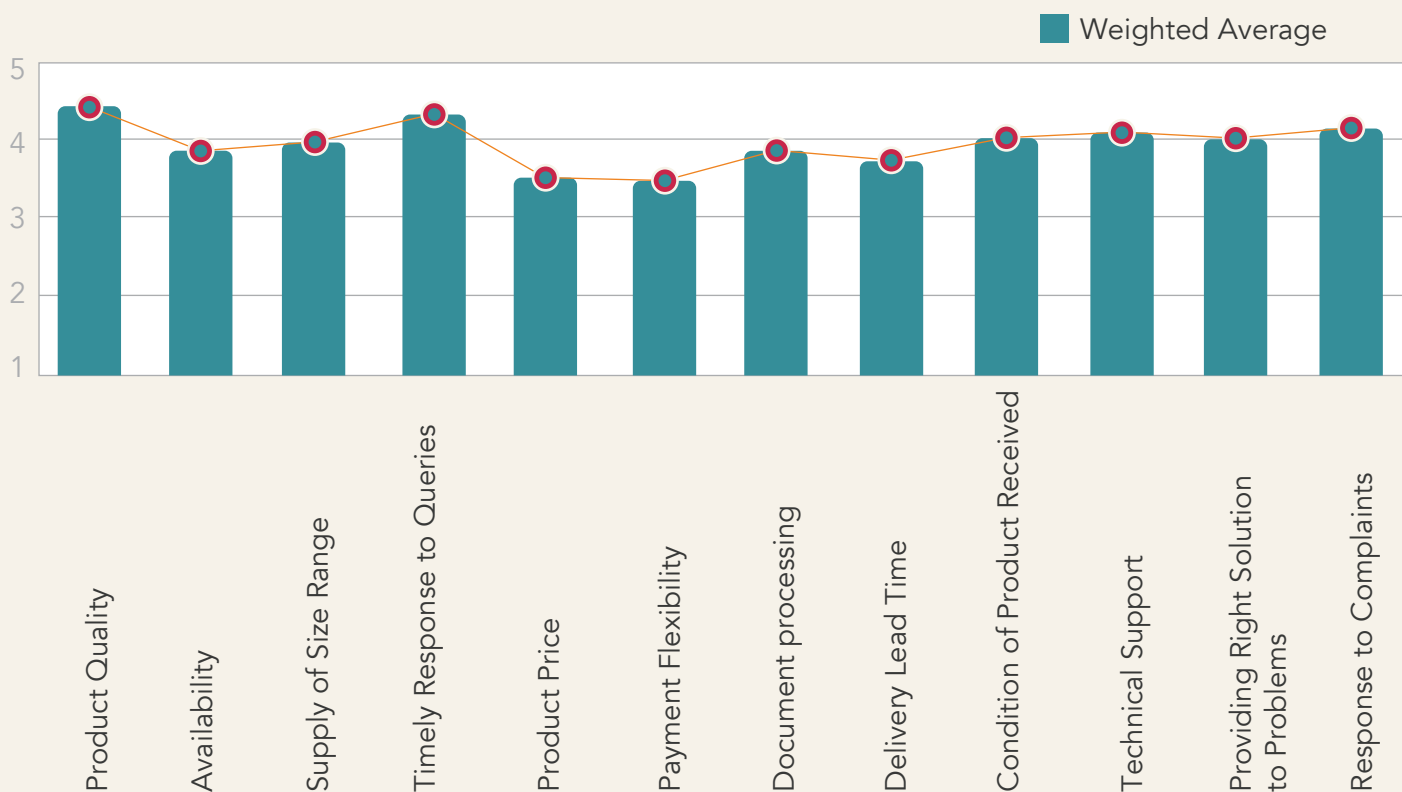
# Customer Satisfaction

Qatar Steel's drive to deliver products of the highest quality within Qatar and around the world. Since 2018 all our products are marketed, sold and distributed solely and exclusively by Qatar Chemical and Petrochemical Marketing and Distribution Company (Muntajat). Muntajat will add value to both Qatar Steel and its clients, as it houses centralized sales and marketing activities for Qatari products.

Additionally, Muntajat facilitates communication and collaboration, as it has local marketing offices internationally. This will benefit Qatar Steel, especially as it expands to new global markets. Furthermore, sales and marketing employees previously employed by Qatar Steel were transferred to Muntajat, ensuring that customer relationships and expertise is maintained under the new arrangement.

Muntajat regularly engages with customers through a customer satisfaction survey to collect their feedback and assess the overall level of customer satisfaction. Customers were asked to rate Qatar Steel across different dimensions including product price, timely response to queries and supply, among others. In 2018, Qatar Steel scored 4.03 out of a 5-point scale with its highest score of 4.5 in product quality.

### Customer Satisfaction Survey 2018





# Ensuring a Safe and Healthy Work Environment



Based on its Sustainability Roadmap 2020, Qatar Steel is committed to zero harm to its employees and contractors and will build systems and culture of safety among its operations, backed up with performance monitoring to ensure this objective is achieved and maintained. Despite the technological advances in the industry, the steelmaking process still carries inherent risks. Nonetheless, Qatar Steel is deeply convinced that every area, process and type of work can and should be accident-free. Health and safety requires persistence and 100% commitment from everyone at Qatar Steel, which is why the company embarked on a journey to enhance safety culture, and in line with the objective to effectively address key risks in day-to-day activities. Together with Qatar Petroleum, the company seeks to achieve a “zero harm culture” through an extensive, 3-year safety transformation program called “AMAN”.



## AMAN Safety Transformation Program

One of the key safety initiatives that Qatar Steel undertook was a two-phase Safety Transformation Program called AMAN which was kick started in April 2016 to transform the company as one of the safest steel-making companies in the region and build a robust process safety culture at Qatar Steel.

The AMAN Program is designed over two main phases:

- Phase 1: Contains risks in day-to-day operations
- Phase 2: Builds the system, and enhance organizational capabilities and safety culture

### Safety Leadership Development Program



In 2018 phase 2 of the program was completed and the focus moving forward will be on completing the system updates and capacitating the expanded Health, Safety and Environment (HSE) department to own and sustain the achievements of the Safety Transformation Program going forward.



## Employee and Contractor Safety

Since the introduction of the AMAN Safety Transformation Program in 2016, Qatar Steel has experienced great improvements in its employee safety performance. The company's employee lost time injury frequency rate (LTIFR) rate for 2018 surpassed its target goal, achieving 0.53 – a 40% reduction over the 2017 rate. Similarly, the contractors LTIFR also realized its target, reducing the rate to 0.48 – a 44% decrease from 2017. Qatar Steel also succeeded in reducing the number of minor injuries amongst employees by 35% since 2017 to only 11 recorded cases in 2018. Overall there has been a significant increase in the reporting of unsafe acts and conditions which has allowed QS to improve workplace safety. Such long-term positive trends indicate Qatar Steel's sustained shift towards more preventative and less reactive management of occupational safety. There were also no work-related fatalities in 2018.

### Safety Performance

Employees	2016	2017	2018
Work-Related Fatalities	0	1	0
Lost Time Injury Frequency Rate (LTIFR)	0.51	1.07	0.53
Reportable Injuries	23	21	13
Reportable Cases (TRC)	6	6	2
Man-Hours Worked	3,943,960	3,743,864	3,752,057
Lost Time Injuries	2	4	2
Minor Injury Reported	21	17	11
First Aid Cases	7	7	4

## Contractors

Work-Related Fatalities	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	1.96	1.14	0.48
Reportable Injuries	37	26	20
Reportable Cases (TRC)	16	7	12
Man-Hours Worked	2,544,671	3,521,458	4,162,885
Lost Time Injuries	5	4	12
Minor Injury Reported	32	22	18
First Aid Cases	21	13	9

## Safety Training

The Safety Organizational structure has seen major changes in 2018. The department grew from five safety inspectors to 22 safety inspectors. The title of 'Safety Inspectors' also changed to 'Safety Officers' highlighting the focus on safety as a means to assisting and helping ensure a safe and healthy workplace. A competency matrix has been developed for 22 roles against 28 key HSE skills, and competency gaps have been identified for those 22 roles, as well as the required training to bridge these gaps. The company will build on the HSE competency matrix to include all roles at Qatar Steel in the future.

Qatar Steel's Life-Saving Rules were designed to include 11 rules in total. In Q1 of 2018, Qatar Steel rolled out an intensive communication campaign to spread awareness of the 11 Life-Saving Rules. Communication in the form of banners, outdoor stands and handouts were developed in 4 different languages taking into consideration the organizations diverse workforce. Upon completion of the awareness raising campaign, a Life-Saving Rules committee was established to process any occurrences of violations of the Rules.

Various safety training interventions were initiated ranging from Working at Heights, Confined Space Entry and Rescue, LOTO, HIRA and Crane Operation among others.



## Lock-Out and Tag-Out (LOTO)

Qatar Steel introduced a positive isolation system named Lock-Out and Tag-Out, which replaced the previous Red Flag system used. LOTO is designed to strengthen and safeguard maintenance jobs. Despite initial technical challenges, a decision was made by leadership to implement the system, placing employees' well-being and safety at the forefront.

## Permit to Work

Qatar Steel upgraded its permit to work system to take it from a paperwork exercise to an impactful system ensuring that work is recorded and conducted in a safe, coordinated and consistent manner. This was done by making site risk assessment essential for the start of work as well as ensuring that both the issuing and executing agency are involved in site verification before and after the work is done. Moreover, execution supervision is required at all times in the new system to ensure work is executed in a safe manner and process steps are complied with. The next step in improving our PTW system is to implement an Electronic PTW system which is currently being considered for implementation.

## Risk Assessment

Qatar Steel revamped the way that risks are assessed in the plants by shifting from a compliance-based process to a risk-based one with a clear process flow and roles & responsibilities. The revamped system is aimed at effectively and sustainably reducing the risk in the field beyond the documentation of hazards and risks. Qatar Steel trained relevant employees on the new risk assessment system and conducted coaching sessions with each production department to guide them through live examples of Hazard Identification & Risk Assessment (HIRA), Job Safety Analysis (JSA), and Man-Machine Interface (MMI) to ensure risks in the field are effectively mitigated. In 2018, to monitor and control the probable loss of natural gas and to identify the source of massive fire incidents, Qatar Steel's gas leak detection station identified 22 leaks across 11 locations as part of a quantitative risk assessment.



## Contractor Safety Management

Qatar Steel put together a comprehensive system to manage contractors, not only during job delivery, but across the entire value chain from pre-selection to contract signature, training, execution and feedback. The system is equipped with a pre-qualification scoring mechanism that will evaluate contractors during the tendering stage.

## Behavioural Observation Program

The program has been implemented throughout QS and also forms part of KPI's for management employees. It is continuously monitored to identify trends and to improve employees attitude towards HSE. It has formed a significant part in the reduction of incidents that has been taken place in QS by allowing QS to be pro-active rather than re-active.

## Executive Safety Tours:

In 2018, as part of an initiative to showcase leadership's commitment to safety at Qatar Steel, Heads of Sections and Managers conducted bi-monthly walkabouts giving them the opportunity to engage with employees in the shop floor in a positive, constructive and motivating manner.

## Safety Governance:

Qatar Steel developed a robust governance structure that links top management to shop floor in a structured manner, with clear reporting lines and mechanisms. The purpose of the upgraded governance structure is to drive messages, concerns and progress from the bottom-up, and cascade decisions top-down while ensuring an effective process. The governance system is equipped with a set of leading and lagging KPIs and dashboards to measure and monitor safety performance in an effective, structured and sustainable manner to drive decision making.





## Emergency Response Preparedness

The Fire and Security Section provides emergency services using a wide range of firefighting and fire prevention methods, by taking proactive measures like providing regular training exercises and conducting mock / fire drills (Rescue / Evacuation drill and Emergency First aid), periodic inspection, testing, maintenance & operation of firefighting equipment, such as Breathing Apparatus / road run of all fire vehicles / appliances monitoring for fault fire alarm & firefighting system. In 2018, Qatar Steel's Fire Water network was improved by upgrading the fire alarm & firefighting system at various locations like Rolling Mill, Warehouse, SMD, Jetty area, including the improvement of the monitoring system with centralization of the fire alarm system at the Emergency control room. Contracts are in place with local service providers to assist with monitoring and maintenance of critical firefighting and monitoring equipment and systems.

## Occupational Health

Qatar Steel's Occupational Health Center (OHC) has three main domains: Primary Health Care, Occupational Health Services, and Emergency Medicine. The Center aims to maintain and improve employees' health and well-being through pre-employment medical exams, periodic medical exams, and special exams for employees exposed to hazards. While the focus has been to cover those exposed to hazards, in 2018 the Center is expanded this focus to conduct regular examinations for all employees over the age of 40.

Qatar Steel's Health, Safety, and Security department provides training on topics such as heat stress, health and hygiene, the dangers of smoking, and ergonomics. As part of the company's focus on preventative medicine, its clinics provide one-on-one consultations for employees, conduct vaccination campaigns, and regularly check staff for Vitamin D deficiency.

The construction of a new Medical Center building has been approved in 2018, with construction commencing in 2019. Qatar Steel Medical services are available round the clock to cater for emergency services and needs. All nurses in the QS clinic are Certified Occupational Health Nurses from IBOEHS and all health practitioners are certified professionals in advance cardiac and trauma care. The following were initiated in 2018:

- new health care software aimed at enhancing the level of medical service provided
- access controlled fireproof medical records storage facility
- acquiring Drug Dispensing Unit licensing
- two new policies and procedures – first aid box requirements and emergency response care

## Occupational Health Indicators

	2016	2017	2018
Employee Occupational Illnesses	2	16	1
Health Screening (completed vs planned) (%)	106	129	115

# CERTIFICATE OF APPROVAL



Occupational Health and Safety Management System Certification

This is to certify that  
**Qatar Steel Company (QPSC)**  
 at its establishment at  
**Mesaieed, Qatar**  
 has been approved by the Authority to the following Management System standard using the processes and procedures registered with the Authority:  
**BS ISO 45001:2018**  
**Scope of certification:**  
 Production of direct reduced iron (DRI), hot briquetted iron (HBI), continuously cast steel billets and hot rolled steel bars

This certificate remains the property of the Authority and is issued subject to the Regulations of the Authority. This certificate is uncontrolled when printed. To check the validity of this certificate please visit [www.ukcares.com](http://www.ukcares.com) or contact us on +44 1732 450000.

CERTIFICATE NUMBER	FIRST APPROVAL	ISSUE DATE	EXPIRY DATE
<b>1641</b>	<b>December 2018</b>	<b>07 December 2018</b>	<b>07 December 2021</b>

SIGNED FOR UK CERTIFICATION AUTHORITY FOR REINFORCING STEELS

  
Lee Brackley  
Chief Executive Officer



The use of the Accreditation Mark indicates accreditation in respect of those activities covered by the accreditation certificate number 002.  
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## Spotlight: Qatar Steel Celebrates Health and Safety Day

In 2018, Qatar Steel celebrated Occupational Health and Safety Day at its headquarters in Mesaieed Industrial City. The aim of this day was to emphasize the importance of health, safety and the environment amongst the workforce and the larger community.

The day was commemorated by a ceremony attended by the company's employees, contractors, and division and department managers. In a presentation given by Mohammed Bin Nasser Al-Hajri, Qatar Steel's Managing Director & General Manager, high-performing departments were honored for contributing to a strong culture of safety and security in the workplace. He also thanked all employees for their continued efforts to enhance the success and progress of the company year to year, emphasizing the importance of the principle "Safety First" for ensuring a healthy and accident-free environment.

Representing the larger community, various government agencies, including the Civil Defense Department, Drug Enforcement Administration, Al Fazah Police, and the Qatar Cancer Society, were also in attendance and contributed to the day's events by making their own inspirational speeches on HSE issues.



# Contributing to Qatar's Development



In the face of regional developments, predominantly the blockade on Qatar and the upcoming FIFA World Cup 2022, Qatar Steel plays a vital role in Qatar's economy, supporting the development of much of Qatar's physical infrastructure. We strive to align our priorities with the social, economic, human, and environmental development of Qatar, in line with the Qatar National Vision 2030.

As a proud Qatari company, we consequently work to satisfy the domestic steel demand that Qatar's infrastructure relies upon. We are also dedicated to support the social and human development through our community investment programs and employment opportunities, as well as collaborations with academic institutions and procurement opportunities to strengthen the local supply chain.

## Qatarization and Education Investment

In line with the Qatar National Vision 2030, Qatar Steel is committed to maintaining a solid and growing base of Qatari employees. While the Qatarization rate has levelled at about ten percent for the past several years, Qatar Steel aims to continue to meet and exceed this rate in the coming years.

### Qatarization

	2016	2017	2018
Qatari Employees	187	182	165
Qatarization Rate (%)	10.3	10.0	9.1
Qatari Senior Management (New Hire)	2	0	1
Qatari New Hires	5	3	2

The company follows a threefold approach to attract and retain Qatari talent, following the employee life cycle:

1. Developing human capital programs targeted for Qataris;
2. Investing in enriching and engaging practices;
3. Focusing on education.

To attract new talent, Qatar Steel follows local industry best practices by offering incentives for Qatari nationals, such as competitive pay packages, highly specialized training, and on-going career development opportunities. Moreover, the company's excellent salary and benefits packages including group insurance, retirement benefits, tuition reimbursement, sick leave and paid vacation. The company also supports employee engagement and satisfaction and provides many development opportunities for existing employees. This includes funding educational training through scholarship and sponsorship programs, as well as alternative work arrangements for newly hired Qatari trainees. In 2018 a total group of 11 students successfully graduated from the scholarship program. Moreover, a new centralized scholarship program has been implemented whereby the submission, interviews, recruitment and allocation of students is now centrally organized by QP, making the process more efficient and reducing educational expenses.

### Investment in Education

	2016	2017	2018
Sponsorship/ Scholarship Education Investment (QAR)	3,601,780	2,522,070	971,714



To attract Qatari nationals, the company is actively present at various career events of local educational institutions, such as Qatar Steel Open Day at Qatar's Technical Independent School and Al Wakrah Independent School. As part of Qatar Steel's learning and development initiative, the company regularly invites students to visit its premises, providing a detailed induction program to the students on various aspects of its daily operations and get first-hand insights engaging with staff.



## Spotlight: Qatar Steel Participated in Qatar University Career Fair

Good educational institutions lay the bedrock for any community. At Qatar Steel we are proud to engage with Qatar University (QU), by participating in the 12th Qatar University Career Fair in March. With a vision to attract and guide Qatari talent to join the workforce in government and private organizations, the career fair proved successful as an impressive number of young people attended the fair during the four days event. The event featured over 75 information booths from the government and private organizations.

The event was inaugurated by HE Dr. Issa Bin Saad Al Jafali Al Nuaimi, Minister of Administrative Development, Labor and Social Affairs. The annual career fair is an important event to provide high school and university students with the opportunity to meet and interact with prospective employers and learn more about employment options, trainings and sponsorship opportunities.

At the fair, students had the opportunity to interact with Human Capital representatives of Qatar Steel and gain insight into the employment requirements, as well as learn about the various training programs and internships that they can follow to develop their technical and functional skills, abilities, and professional experience. This will surely encourage prospective talent to join Qatar Steel and contribute to Qatar's vision for sustainable development.

## Spotlight: Qatar University Students Visit Qatar Steel

In November 2018, Qatar Steel invited a group of 35 industrial engineering students along with their academic staff from the College of Engineering of Qatar University to explore the company's operational processes on site. This participation has taught the students about how a steel plant operates, the steel making process, and what it means to be a part of such a large and important manufacturing sector.

Qatar University academic staff reported that, "The students are highly motivated and had a realistic expectation of what they would encounter. This experience, together with the highly committed staff at Qatar Steel, has offered a great experience for the students."



## Spotlight: Visit of Abdelrahman Bin Jassim Preparatory School (Al-Wakra) Students to Qatar Steel

Qatar Steel believes that encouraging youths to think about their futures is important from a young age. It is also important to teach young people and children about the world around them to encourage active participation in their communities. As such, we also invited Abdelrahman Bin Jassim Preparatory School (Al-Wakra) to visit us in March with the aim of enhancing their knowledge about the steel industry.



## Community Investment

Qatar Steel is committed to support the local community through a number of initiatives that are intentionally designed to empower the sustainable development of a flourishing society. The company recognizes that there are a number of challenges the local society faces, and accordingly attempts to implement varied initiatives to support a further reach of individuals. When investing in the community, Qatar Steel employs a focused approach, directly investing in organizations which will have the greatest impact on the local community. Qatar Steel is particularly interested in partnering with non-profit and charitable organizations that empower people with the skills, tools and information to improve their standards of living.



While in 2017 Qatar Steel experienced a decrease in its community investment budget, the contributions increased by 40.8% in 2018. Especially Qatar Cancer Society and the Qatar Society for Rehabilitation of Special Needs were involved in this work. The work they do benefits all of us, and so Qatar Steel was honored of such collaboration by providing financial assistance of QR 50,000 to the Qatar Cancer Society to support its patients and QR 30,000 to the Qatar Rehabilitation Society for Special Needs.

#### Community Investment

	2016	2017	2018
Community Investments (QAR)	121,750	65,680	92,500

## Spotlight: Qatar Steel Organizes Blood Donation Drive

In October Qatar Steel organized its annual blood donation drive in cooperation with the Blood Bank Unit at Hamad Medical Corporation at its premises in Mesaieed Industrial City.

Through this drive, Qatar Steel aims at promoting the employees' awareness of the importance of blood donation, as a humanitarian initiative that serves the community at large. The blood drive was a success, thanks to the great turn out of Qatar Steel's staff. Eng. Mohammed bin Nasser Al Hajri, Managing Director and General Manager of Qatar Steel said that the blood donation campaign has a great importance in spreading the culture of philanthropic and volunteering activity for the community. On this occasion, he expressed his thanks to all the employees participating in the drive in recognition of their charitable role in the campaign.



## Qatar Steel Celebrates National Day

Qatar National Day is an exciting date for Qatar, including Qatar Steel. On this occasion, the company's top officials, including the Managing Director & General Manager, the division and departments managers and company employees, gathered at the Qatar National Convention Center. This year's National Day slogan "As long as it was proven by our deeds, Qatar will remain free" combines a poetic verse from the Founder Sheikh Jassim bin Mohamed bin Thani and a verse from the Qatari National Anthem.

The Managing Director and General Manager added to the day's celebrations in a stirring speech, in which he conveyed his and the company's gratitude, reverence, and respect for the Amir of the state of Qatar and his family, the country's principled founders, and the people and residents of the land. He impressed that the National Day is an opportunity for Qataris to work together to further strengthen the nation, in order to deliver growth and prosperity for all – and ultimately assure Qatar as a model for comprehensive and sustainable development amongst the international community.



## Local Procurement

Qatar Steel actively contributes to the country's economic development by supporting the growth of local businesses. Procuring goods locally not only reduces delivery cost and time, it also contributes to the local economy by providing new opportunities and capacity building for the Qatari workforce. The percentage of procurement through locally based suppliers increased by 7.5% in 2018 compared to 2016 and 8.6 % in 2018 compared to 2017.

#### Spending on Locally Based Contractors and Suppliers

	2016	2017	2018
Total Local Spending ('000,QAR)	1,168,156	1,155,688	1,255,747

# Reducing Environmental Impact



Recognizing its obligation to preserve the needs of future generations, Qatar Steel seeks to minimize the potential negative impact that its operations may have on the environment. To this end, the company monitors and evaluates its performance using the Environmental Management System, which was upgraded to the 2015 version of ISO 14001 and is fully compliant with all local regulations and regulatory bodies, including the Ministry of Municipalities and Environment.

Qatar Steel makes sure to integrate environmental sustainability across all departments and aspects of the company, and continuously seeks to improve its performance. This year, not only were internal audits conducted by Qatar Steel internal auditors, but in December, a UK CARES certification body also conducted an external audit, thus demonstrating the company's commitment to adhering to global environmental standards. In alignment with the Qatar National Vision 2030, Qatar Steel's long-term objective for sustainability is to improve the efficiency of overall business through constant innovation, while operating within the carrying capacity of supporting the ecosystems and the existing resources.



## Responsible Sourcing and Material Consumption

Qatar Steel is committed to improving the environmental, social, and economic impacts of its operations, including throughout the supply chain. This commitment starts with the responsible sourcing of raw materials. The iron ore used for our production is sourced from globally reputable companies, all of which are certified by ISO 14001 Environmental Management System and ISO 9001 Quality Management System. Companies with this certification tend to have clear environmental objectives and processes in place to achieve them.

In 2015, Qatar Steel completed a Life Cycle Assessment (LCA) on its products through a third-party evaluator, BRE Global, in accordance with the requirements of EN15804:2012 and A1:2013. By applying Life Cycle Assessment (LCA) to its products, Qatar Steel is fully aware of the environmental impacts of its products throughout all stages of their life cycle, from mining to manufacturing, transport, use and recycling or disposal. This "cradle-to-grave" analysis is required to meet the international accreditations in manufacturing for the company's high-grade steel. We aim to take full advantage of steel's infinite recyclability by recycling steel scrap generated in Qatar, in order to further reduce the environmental impacts of our main products.

The LCA also provides the company with the necessary data to benchmark the environmental performance of the main products, and acts as structural support for our environmental decision-making. Understanding and improving the lifecycle performance of our main products is a crucial way in which we can contribute to a more sustainable economy.

Additionally, Qatar Steel has achieved a Responsible Sourcing of Construction Products certificate from UK CARES. The Environmental Product Declaration (EPD), which quantifies the environmental impact of products, is publicly available on [www.greenbooklive.com](http://www.greenbooklive.com). This EPD certificate will be renewed in 2019 after the UK CARES Audit

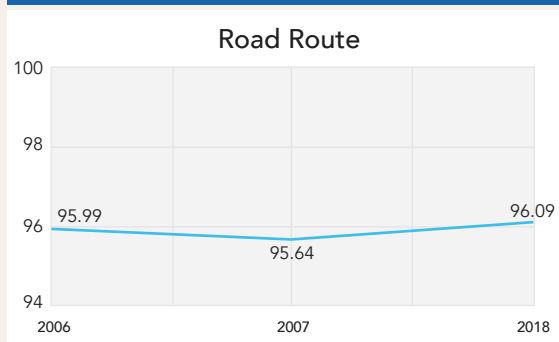
In line with the company's sustainability approach, Qatar Steel also seeks to minimise the impact associated with the transport of materials, goods and people involved in its operations. Therefore a transport impact assessment is regularly conducted, gathering data like transport distance of incoming material by land and by sea, and reporting the impact data as a part of the EPD. A similar study for sold materials is also conducted. As a result, the company aims to transport through sea route to reduce the total logistical footprint impact.

In 2018 the incoming raw material distance travelled by sea increased by 37% compared to 2016, and the distance for sale product distance travelled by sea by 270% over the same time, mainly owing to new export markets in Asia.

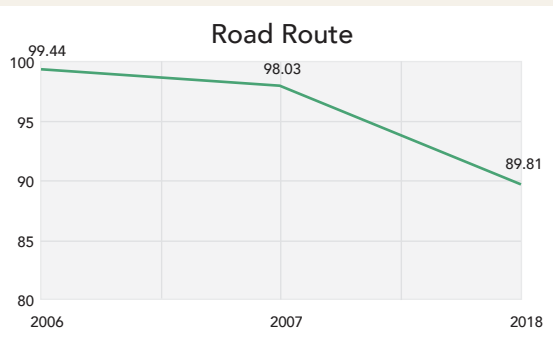
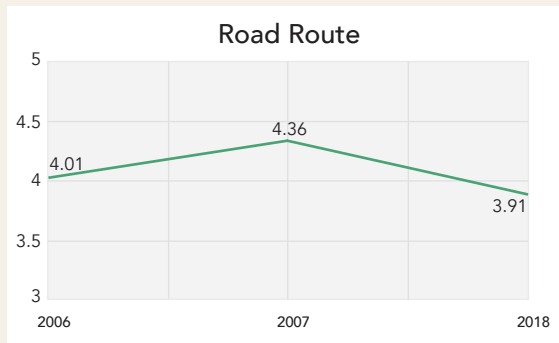
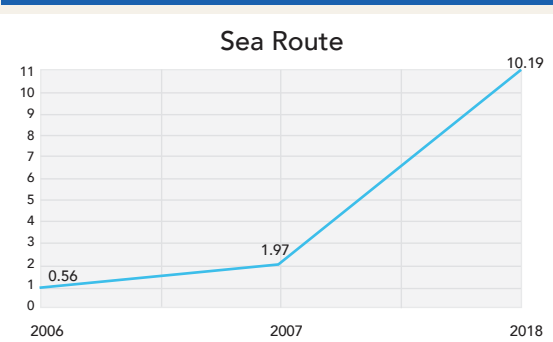
### Distance Travelled of Raw Material and Sale Product by Sea and Road

Incoming Raw Material	2016	2017	2018
Distance travelled by sea in km/ton	0.065	0.069	0.089
Distance travelled by road in km/ton	0.003	0.003	0.004
<b>Sale Product</b>			
Distance travelled by sea in km/ton	0.027	0.050	0.100
Distance travelled by road in km/ton	4.899	2.479	0.877

**Distance Travelled for Raw Material (%)**



**Distance Travelled for Sold Product (%)**



## Production Inputs

As a leader of sustainable steel in the region, Qatar Steel aims for continuous improvements in its steelmaking process using materials that are responsibly sourced as well as using recycled or scrap material wherever possible. Overall 576,487 metric tonnes of input material is recycled such as reduced briquettes produced from generated by-products and scrap material that is either generated internally or purchased locally. The increase in carbon injection material in 2018 is due to increased scrap and RBO as a replacement of DRI which was decreased by 6% in 2018 and scrap input is increased by around 5 % compared to 2017.

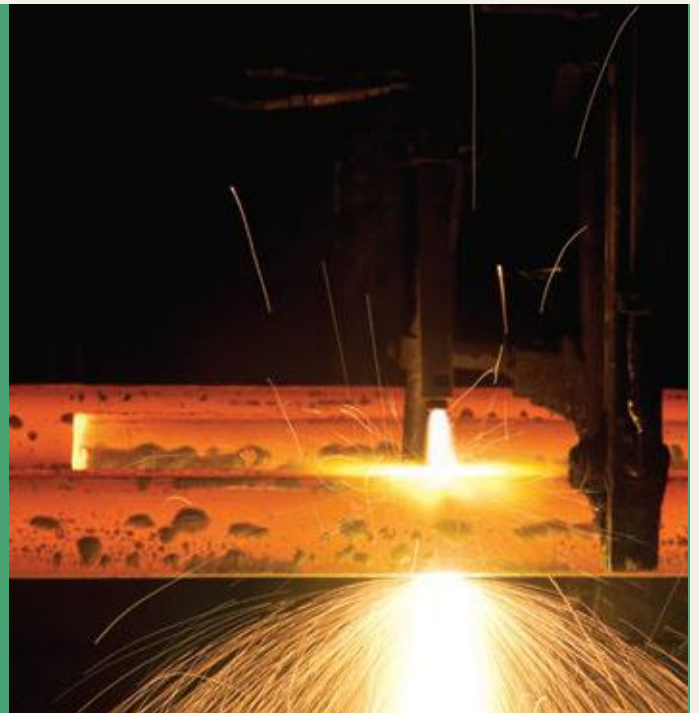


### Production Inputs

Standard Raw Material Input for DRI and Steelmaking (in metric tons)	2016	2017	2018
Iron Ore Pellets	3,554,668	3,662,666	3,800,406
DRI	2,297,613	2,517,450	2,369,586
HBI	73,648	0	0
Alloys	33,225	35,334	36,765
Additives (I.e. Lime and Dololime)	132,441	136,758	136,318
Recarburizer	4,900	6,226	4,709
Carbon Injection	41,057	40,068	41,058
Fluorspar	492	17	1,061
Lump Coke	13,338	9,335	12,702
Recycled Raw Material Input for Steel Making (in metric tons)			
RBO (Reduced Briquettes)	73,438	36,567	90,737
Scrap (Purchased locally and Internally Generated )	429,382	454,693	475,644
Lump Coke (from neighboring Aluminum Company)	0	13,067	9,589
Cryolite (from neighboring Aluminum Company)	0	1,176	576
<b>Total Recycled Input Material</b>	<b>502,820</b>	<b>505,503</b>	<b>576,487</b>

## Efficient Energy Usage

The production of steel is an energy intensive process. The company recognizes the importance of reducing energy consumption in order to minimize the environmental impacts as well as increase the company's operational efficiency. Unlike most international steel manufacturers, Qatar Steel uses natural gas as an energy source for producing steel, which is cleaner and more environmentally friendly than the another method of burning coal. The company further sets itself apart from its competitors in terms of sustainability by following an Electric Arc Furnace (EAF) route for the production of steel, which is less energy intensive than other steelmaking routes followed widely in other parts of the world, such as Blast Furnace (BF) and Basic Oxygen Furnace (BOF).



### Indirect and Direct Energy Usage

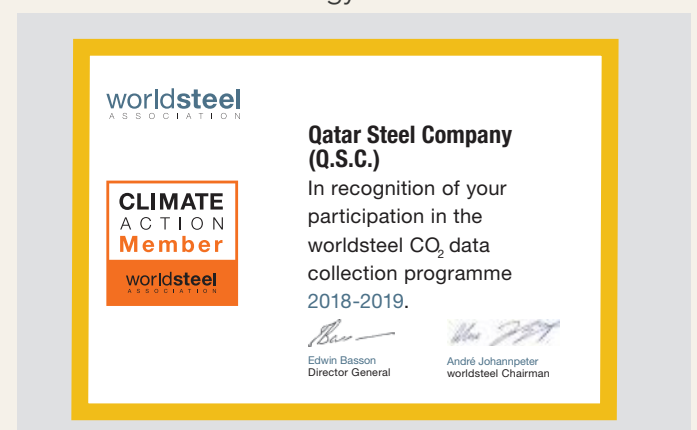
	2016	2017	2018
<b>Direct Energy</b>			
Natural Gas (Nm3)	786,452,400	786,311,362	787,644,599
Vehicle and Equipment Fuel Consumption (Liter)	2,806,445	2,515,796	2,573,049
<b>Direct Energy</b>			
Electricity Consumption (kWh)	2,069,256,278	2,154,822,422	2,131,603,609
<b>Energy Intensity</b>			
Energy Intensity Ratio (GJ/Metric Tonne of Molten Steel)	15.32	14.71	15.1

## Reducing Emissions

Due to the carbon-intensive process of steelmaking, high levels of Greenhouse Gas (GHG) emissions, particularly carbon dioxide (CO<sub>2</sub>), remains one of the greatest challenges that the industry faces in achieving environmental friendly and sustainable operations. The International Energy Agency (IEA) notes that as global steel production increases, sustained and substantial efforts to cut emissions are of paramount importance in order to prevent the exponential growth of greenhouse gases in the atmosphere. This is achieved by prioritizing energy-efficiency improvements, increasing scrap collection, and adopting new technologies that favour low-carbon process routes.

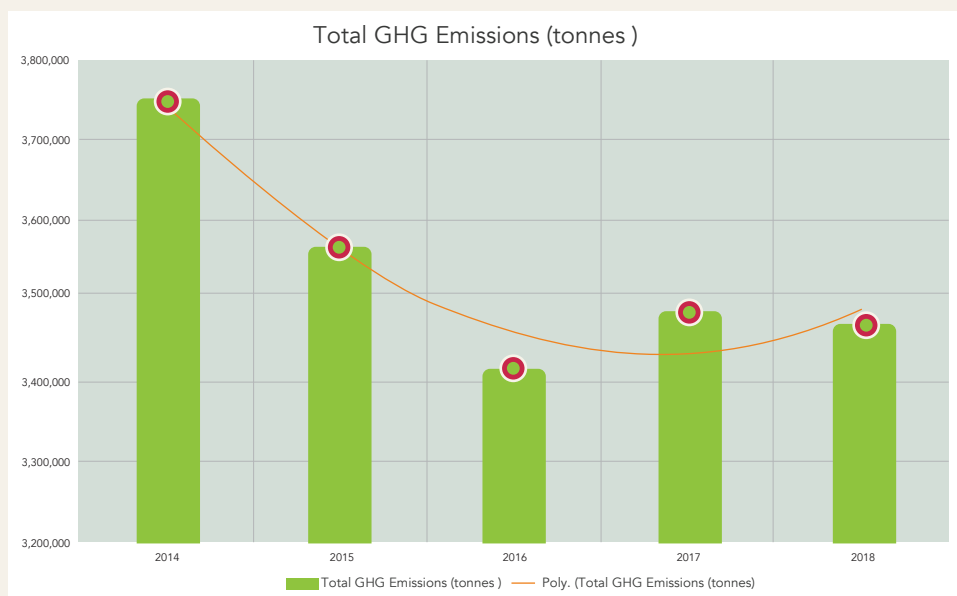
As a responsible corporate citizen of Qatar and the global community, Qatar Steel is committed to reducing its carbon footprint and implementing industry best practices in order to fight climate change. Therefore, Qatar Steel took part in this year's World Steel Association's (WSA) CO<sub>2</sub> emissions data collection program, and was awarded a certificate of recognition.

The WSA's ambitious world-wide program required that every steel company measure its CO<sub>2</sub> emissions per tonnes of crude steel produced using a specialized CO<sub>2</sub> data collection system that they developed, which provides a highly credible overview of emissions for the entire steel industry using a standardized methodology.



## GHG Emissions

	2016	2017	2018
Direct GHG Emissions (Metric Tonne CO <sub>2</sub> eq)	1,630,798	1,629,727	1,632,623
Indirect GHG Emissions (Metric Tonne CO <sub>2</sub> eq )	1,785,012	1,858,825	1,838,795
Total Emissions (Metric Tonne CO <sub>2</sub> eq)	3,415,810	3,488,551	3,471,418
GHG Emission Intensity (Metric Tonne CO <sub>2</sub> eq /Metric Tonne of Molten Steel)	1.34	1.31	1.34



As a result of improvements in the Continuous Emission Monitoring System (CEMS), emissions measurements have been more accurately captured. Additionally, Qatar Steel uses low NO<sub>x</sub> Combustion technology resulting in significant reduction in the emitted amount of NO<sub>x</sub>.

## Air Emissions

	2016	2017	2018
NO <sub>x</sub> Emissions (in metric tons)	549	505	136
SO <sub>x</sub> Emissions (in metric tons)	1,349	28	161
PM (Particulate Matter) (in metric tons)	2,477	292	185

## Water Consumption and Effluents

As a company operating in a water-scarce region, Qatar Steel aims to reduce water consumption to the best of its ability, for the benefit of operations, as well as of the community and environment.

Qatar Steel uses water in the form of freshwater, seawater, and recycled water in its operations, mainly as a cooling agent. Qatar Steel's water management approach focuses on three objectives:

1. Decrease freshwater consumption;
2. Reduce wastewater discharge;
3. Increase the recycling rate of processed water.

In 2018, Qatar Steel's operations consumed 1,660,285 m<sup>3</sup> of freshwater. The freshwater consumption is being controlled in-house; however, this control program is affected by the need to sustain production requirements. With the implementation of the Qatar Steel's NZLD project (Near Zero Liquid Discharge project), a further reduction of freshwater use by as much as 40% is expected. The goal of the NZLD project is to reuse wastewater in the production process in order to reduce freshwater consumption. In 2018, Qatar Steel successfully increased the percentage of recycled or reused water to 35.9%, up from 31.7% in 2017. Moreover, a trial to re-use waste water for garden irrigation is started in 2018. The estimated quantity wastewater re-use for irrigation is 10,300 m<sup>3</sup>. The company is also making progress on its objective to reduce wastewater discharge to the sea. 2018 saw the discharged wastewater decrease to 622,320 m<sup>3</sup> from 708,174 m<sup>3</sup> in 2017, a 12% reduction over the course of a year

### Water Management

	2016	2017	2018
Freshwater Used (purchased, m <sup>3</sup> )	1,501,960	1,641,604	1,660,285
Water Discharged (to sea, m <sup>3</sup> )	767,678	708,174	622,320
Water Recycled or Reused (m <sup>3</sup> )	151,565	322,519	348,495
Water Recycled (%)	16.5	31.7	35.9

## Waste Management and Recycling

Under its Recycling and Sustainability Initiative, Qatar Steel aims to reduce waste through reuse and recycling. In line with this vision, in 2015 Qatar Steel successfully commissioned a By-Products Cold Briquetting plant which was a pioneering step for the company. In 2018, Qatar Steel successfully produced around 100,000 tons of by-product briquettes and recycled it in its Steel Making Facility. Overall there has been a positive development of recycling material internally over the past years, as highlighted by the 250% increase in internal material recycling. As a part of synergy initiative between neighbouring companies, around 10,000 tons of carbon material from a nearby aluminium smelter was also recycled as a raw material in steel making. In addition, Qatar Steel has successfully dispatched 142,601 metric tonnes of EAF dust to a local cement company for reuse in their operations to produce cement clinker. Overall, 550,581 metric tonnes, or 59% of total waste generated, was recycled or sold to a third party in 2018. This number is 20% lower than in the previous year, due to the fact that there was no recycling and dispatching of EAF slag in 2018.

### Operational Solid Waste Management

	2016	2017	2018
Total Waste Generated (Metric Tons)	777,441	902,995	935,848
Recycled Internally (Metric Tons)	83,940	177,755	211,272
Dispatched to Third Party for further Processing & Recycling (Metric Tons)	606,929	544,488	339,309
Total Recycled and Dispatched (Metric Tons)	690,869	722,243	550,581
Percentage of Operational Waste Recycled (%)	89%	80%	59%





### Detailed Solid Waste Management Performance in 2018

Non - Hazardous Waste	Total Generated Waste Quantity (In Metric Tons)	Total Recycled Quantity (In Metric Tons)	Recycled Quantity (%)	Method Of Handling/disposal
Oxide Fines	129,147	148,649	115%*	Sold to external customers
Mill Scale	29,106	45,563	157%*	Sold to external customers
DR Slurry and Classifier Dust	33,491	0	0%	Stored in Stack yard
DR Fines / HBI fines	59,948	51,847	86%	Recycled at Qatar Steel Briquetting Plant
DR Dust	28,134	52,506	187%*	Recycled at Qatar Steel Briquetting Plant
EAF Dust	42,735	142,601	334%*	Recycled at neighboring cement plant
Alloy Dust	3,965	0	0%	Planning to recycle internally
EF Slag	438,421	0	0%	Initiatives in progress to handle it
LF Slag and Collected Dust	36,959	0	0%	Stored in Stack yard
Undersize Limestone	13,904	3,550	26%	Sold to local construction company
Undersize Dolostone	29,188	853	3%	Used internally for landfill
Dolomite Fines	122	0	0%	Actions taken to eliminate dolomite fine generations
Return Scrap	88,210	102,515	116%*	Recycled at EAF's
Bricks / Refractories / Roof / Tundish	22	0	0%	Planning to recycling internally / exploring other options
Plastic, Paper and other Waste	2,496	2,496	100%	Sold to external customers

\*More than 100% because blank stock from the previous year was considered.

## Spotlight: Waste Free Environment

The LCA also provides the company with the necessary data to benchmark the environmental performance of the main products, and acts as structural support for our environmental decision-making. Understanding and improving the lifecycle performance of our main products is a crucial way in which we can contribute to a more sustainable economy.

Additionally, Qatar Steel has achieved a Responsible Sourcing of Construction Products certificate from UK CARES. The Environmental Product Declaration (EPD), which quantifies the environmental impact of products, is publicly available on [www.greenbooklive.com](http://www.greenbooklive.com). This EPD certificate will be renewed in 2019 after the UK CARES

## Biodiversity

As recommended in the National Biodiversity Strategy and Action Plan 2015-2025, Qatar Steel is committed to preserving Qatar's natural environment. Consultants and studies have ensured that Qatar Steel's operations are not conducted in areas of high biodiversity value and do not have a harmful impact on the biodiversity in its region.

To address one aspect of enhancing site biodiversity, a total of 93 trees were planted across plant sites in 2018. The water used to irrigate the trees consists of 20% recycled water and the goal is to increase the percentage of recycled water used in irrigation.



Trees planted Inside the plant



# Developing a High Performing and Motivated Team



Qatar Steel understands that its people are its most valuable asset, and as such, invests in its staff in order to maintain a happy and skilled workforce. In line with the Qatar National Vision 2030, the company promotes the development of its staff and prioritizes their welfare, thus contributing to business success and the advancement of the Qatari community.

At the end of 2018, the company workforce was composed of 1,823 full-time employees. Qatar Steel also hires contractors to work full time to support different work at the plant and the main offices. The number of full-time contractors at Qatar Steel in 2018 amounted to 451 individuals, making the total workforce 2,274.

Due to the nature of work performed, most of our employees are male and between 30 and 60 years of age. However, the company is undertaking efforts to target and recruit more female and young employees, as a commitment to diversity of the workforce. Female employees currently make up 0.49% of our total workforce, and young employees 10.2% respectively, up from 8.4% in 2017.



## Workforce Composition

	2016	2017	2018
Full-time employees (FTE)	1,820	1,824	1,823
Full-time contractors	467	465	451
Total staff	2,287	2,289	2,274
<b>By gender</b> (FTE only)			
Male	1,811	1,815	1,814
Female	9	9	9
<b>By age</b> (FTE only)			
18 - 30	178	154	186
31 - 40	756	730	754
41 - 50	669	693	664
51 - 60	205	231	216
60+	12	16	3
<b>By level</b> (FTE only)			
Staff	1,580	1,576	1,590
Middle Management	217	227	214
Senior Management	23	21	19

The Human Capital Department is guided by a comprehensive holistic approach that ensures the company's recruitment, retention, and development system is in accordance with the best industry practices, as well as aligned with internal company policies, such as the Code of Conduct and related policies. Qatar Steel is proud of the diversity of talent within its team, and hires without discrimination against race, age or gender.

## New Hires and Attrition

	2016	2017	2018
<b>New Hires</b>			
Total number of new hires	44	52	106
<b>By gender</b>			
Male	44	51	106
Female	0	1	0
<b>By age</b>			
18- 30	8	23	44
31- 40	23	25	56
41- 50	12	4	4
51-60	1	0	2
60+	0	0	0
<b>Attrition</b>			
Total attrition	96	49	111
<b>By gender</b>			
Male	92	48	111
Female	4	1	0
<b>By age</b>			
18- 30	10	8	9
31- 40	23	19	34
41- 50	17	11	35
51-60	25	3	15
60+	21	8	18
<b>By level</b>			
Staff	82	42	76
Middle Management	7	6	30
Senior Management	7	1	5
<b>Employee turnover rate</b>	5.3%	2.7%	6.1%

## Training and Development

Qatar Steel believes in building the capabilities of its staff through investing in opportunities for skill acquisition and career development. As the Department's long-term business objective is to maintain and enhance the company's competitive edge, all training programs are directed towards facilitating improved performance and offering real-life tools that are directly relevant to the business' needs. Additionally, Qatar Steel implements comprehensive on-the-job training for fresh graduate employees and new hires in order to expose them to key activities and skills required for their roles.

The enormous emphasis Qatar Steel places on this strategy is evidenced by the fact that the number of training hours each employee receives per year have more than doubled in the past year, from only 12.7 hours in 2017 to 29 hours in 2018. This substantial increase is also part of a longer-term positive trend that the company is driving, as the total company training hours have more than tripled since 2016. Another top priority of the company is to build a pool of fresh Qatari talent to take over certain positions in the event when it becomes vacant, thus ensuring the continued survival and success of the company as well as of the national economy, in alignment with the Qatar National Vision 2030. So far, six employees have been a nominated for this Career Development Program and underwent an assessment in order to evaluate their competencies and identify potential areas of improvement.

## Training

	2016	2017	2018
Total Training Hours For Females	0	0	0
Total Training Hours For Males	16,422	23,217	53,530
Total Training Hours For Total Workforce	16,422	23,217	53,530
Average Hours of Training Per Year For Female Employee	0	0	0
Average Hours of Training Per Year For Male Employee	9.0	12.7	29.0
Average Hours of Training Per Year For Employee	9.0	12.7	29.0
Total Cost of Training (QAR)	669,687	972,842	1,852,786

## Employee Empowerment and Engagement

Qatar Steel's Balanced Scorecard is in line with its corporate strategy. It covers all aspects related to financial, internal business processes, customer satisfaction, learning and growth. These scorecards are later cascaded and transformed into employee's KPIs. It helps all employees to better understand and align their roles with the company's strategy. To measure staff performance, these KPIs are reviewed periodically with the employees to ensure the progress of each individual. The achievement of KPIs are used during yearly performance reviews and the employees are rewarded based on this mechanism.

Sport has become an important part of Qatar Steel's societal development. Qatar Steel is aware of the physical, social, emotional and mental benefits that physical activity has on the lives of its employees and the greater community. As the saying goes: "The right mind rests in a healthy body", and this is why QS invests in both sports events and promoting a sport-culture that spreads among its employees and reaches outside of the offices.



## Spotlight: Qatar Steel's Commitment to Sports

The annual national Qatar Sports Day was launched under the leadership of Shaikh Tamim as a means to actively promote the importance of physical activity in our daily lives. On the occasion, Qatar Steel organized a family sports day at the nearby MIC Sports Complex in Mesaieed. This event was attended by employees from numerous departments along with their families.

The day was considered a great success by all those who attended. Two professional and energetic instructors managed the day's events, which included football, basketball and cricket. Smaller informal games were also arranged to ensure children of all ages were included in the day's events.

In addition to celebrating the National Sports Day, Qatar Steel's PR department also holds a several week long annual sports event. This is larger, longer event gives the company more time to implement its intentions in developing its workforce, by providing a range of physical activities. Enthusiastic employees participated in large numbers in football, cricket, basketball, table tennis, regular tennis and badminton. The event came to an end with athletes meeting at the MIC Sports complex in May. The winners and runners-up were awarded with medals and cups.



# Instilling Good Governance and Accountability

Integral to Qatar Steel's robust operation, transparency in governance ensures honesty and equality across the company. The company has procedures in place to facilitate an honest, responsible governance structure, which is not only good for Qatar Steel in the effective management of risks, but also in improving relationships with employees and the community.

In alignment with the Qatar Vision 2030, Qatar Steel strives to support a business climate capable of attracting foreign funds and encouraging national investments.

## Corporate Governance

Given the volatile market, a knowledgeable and transparent governance structure is especially important to Qatar Steel. The company's Corporate Governance Charter provides the principles for the Board of Directors in its foundation of independence and protecting shareholders' rights. The seven highly skilled Board members are appointed by the corporation's principal shareholder, Industries Qatar (IQ), at the General Assembly.



## Accountability and Ethics

Accountability and ethics are embedded into Qatar Steel at all levels, from senior management to intermediate staff. Annual and sustainability reports publicly demonstrate the company's commitment to this priority. Additionally, there are processes in place within each department to further ensure that these principles of accountability and ethics are upheld.

Qatar Steel's Governance Charter and Procurement Policies enforce best practices in governance and supply chain management, facilitating fruitful collaboration, both within the company and with external stakeholders.



## Risk Management

Changes in the business environment are increasing rapidly, along with increasing competition levels, resulting in a variety of business risks that could affect the company's performance. In this VUCA (Volatility, Uncertainty, Complex & Ambiguous) world, Qatar Steel recognizes that the effective management of business risks is crucial to our continued growth and success. Apart from that, there are several critical drivers for having a Risk management framework:

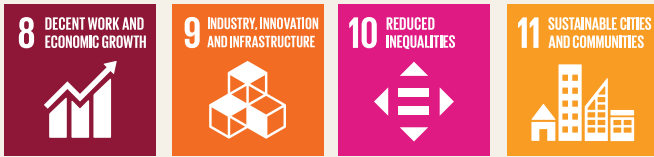
- Greater transparency (Corporate Governance)
- Security and technology issues
- Globalization in a continuously competitive environment.

Qatar Steel also has an integrated Enterprise Risk Management (ERM) framework, which is in place to manage business risks, as well as to provide solutions for risk mitigation.

To further enhance business resilience, Qatar Steel established a comprehensive Business Continuity Management System (BCMS) in 2017. QS BCMS provides a clear framework as to how to identify potential business continuity risks and their management. QS BCMS allows the company to quickly respond to any unplanned incident, and thus, minimize its potential negative impacts on the company and the surrounding community. Furthermore, as part of this program, necessary training and awareness initiatives are being conducted.



# Achieving Profitable Growth



Despite multiple external and internal challenges, Qatar Steel succeeded in achieving impressive business results in the year 2018. Due to the blockade that was enacted by neighboring countries in June 2017, Qatar Steel had to conform to new geopolitical realities and worked to shift its export sales strategy to 100% non-GCC markets. In order to adapt to the highly competitive steel markets in exports, the company maintained high operational efficiencies with all production facilities running to full capacity, with emphasis on the highest safety standards and regular improvements. By building on progress made in 2017 to develop new markets, in addition to the Qatar Steel primarily in the ASEAN region, Qatar Steel accomplished its aim of preserving its sales volume and consistently delivering high quality products to ASEAN markets, such as Singapore and Hong Kong.

Qatar Steel is committed to supporting the Qatar National Vision 2030 in its drive to contribute to national socio-economic development, by generating sustained rates of reasonable growth and contributing to a diversified and prosperous Qatari society to benefit the present and the future generations. In this regard, Qatar Steel continues to partner with loyal clients, including the state of Qatar, which has commendably continued to finance major projects in the lead up to FIFA World Cup 2022.

## Financial Performance

### Direct Economic Value Generated and Distributed (in QAR million)

	2016	2017	2018
Annual Revenue	5,200	4,610	4,909
Net Profit	982	708	677
Net Profit To Revenue (%)	18.9%	15.4%	13.8%
Capital Expenditure	147	82	157
Other Incomes	142	358	102
Operational Costs	3,487	3,318	3,407
Employees' Wages and Benefits	559	549	575
Community Investment in QAR	121,750	65,680	92,500

## Cost Optimization

It is expected that steel demand in GCC will contract by around 4% during 2019 mainly on account of slowing construction demand, lack of liquidity in the market, and uncertainty related to signals of a global economic slowdown. To prepare for this, and also in part as a result of the blockade in 2017, Qatar Steel diversified into new markets outside the GCC, predominantly in ASEAN- countries, where there is promising growth of 5.2—5.4 % per annum in Asian countries (excluding china) between 2018 and 2023.

Qatar Steel foresees a continued focus in the coming years on raising HSE standards, seizing growth opportunities through prudent investments in line with IQ's strategies, and increasing cost efficiencies. Through organizational and operational improvements, the company expects to achieve these goals while optimizing costs.



## Appendix A: Reporting Scope and Boundary

This report reflects the company’s updated sustainability performance for 2018 and provides comparable data for 2017 and 2017 where available, on material, environmental, social and economic issues. This report covers Qatar Steel’s performance in Qatar only, and does not reflect the social or environmental performance of its subsidiaries.

We have considered our material topics and identified their boundaries in the table below.

<b>Qatar Steel Material Issue</b>	<b>Topic Boundary</b>
Employee Safety	Employees, Shareholders, Environment
Emergency Preparedness	Shareholders, Environment, Society, Employees
Contractor Safety	Employees, Shareholders, Environment
Occupational Health	Shareholders, Employees, Society
Operational Efficiency	Shareholders, Employees
Waste Management and Recycling	Shareholders, Employees, Society
Customer Satisfaction	Shareholders, Customers
Product Quality	Shareholders, Customers, Environment, Society
Product Innovation	Shareholders, Customers, Environment, Society
Product Traceability	Shareholders, Customers
Energy Consumption	Shareholders, Environment
Water Consumption	Shareholders, Employees, Society
GHG Emissions	Shareholders, Employees, Society
Corporate Governance	Shareholders, Employees
Risk Management	Shareholders, Employees
Qatarization	Shareholders, Employees, Society
Financial Performance	Shareholders, Customers, Environment, Society, Employees
Strategic Investment	Shareholders, Employees
Training and Development	Shareholders, Employees
Performance Based Compensation and Rewards	Shareholders, Customers, Environment, Society

Principles and Practices		Maturity Level	Programs and Plans
Inclusivity	Stakeholder engagement and issue identification	Full engagement	<ul style="list-style-type: none"> <li>• Engaged with MME to ensure all targets agreed in the CTO are managed and reported correctly.</li> <li>• Environmental Monitoring Program are in place to ensure compliance with all applicable regulations.</li> <li>• Engaged with MME to ensure all targets agreed in the CTO are managed and reported correctly.</li> <li>• Environmental Monitoring Program are in place to ensure compliance with all applicable regulations.</li> <li>• Qatar Steel has integrated Sustainability in its corporate strategy and has implemented a sustainability roadmap that identifies opportunities/risks associated, which is quarterly reviewed in Balance Score Card meeting.</li> <li>• An integrated Enterprise Risk Management (ERM) framework is in place to manage business risks.</li> <li>• To further enhance business resiliency, Qatar Steel established a comprehensive Business Continuity Management System (BCMS) in 2017.</li> </ul>
	Key drivers	Adequately Engaged	<ul style="list-style-type: none"> <li>• Sustainable development part of risk management through the Enterprise Risk Management System (ERM).</li> </ul>
Integrity	Leadership	Full engagement	<ul style="list-style-type: none"> <li>• Leading the regional market sector on sustainability issues.</li> <li>• Adhered to UKCARES Quality and Operations Assessment Schedule, BSEN ISO 9001, Quality Management System, and UK CARES Product Certification since 2006.</li> <li>• Sustainability Policy and objectives developed through the Management Systems (QMS, EMS and OHSAS) are in place. Additionally, there is a well-developed sustainability framework and commitments.</li> <li>• Maintains certificates for Sustainability and Responsible sourcing (BES 6001) certified by UKCARES.</li> <li>• In 2018, Qatar Steel became the first company in Qatar to be certified according to the new ISO 45001:2018 standard for Occupational Health and Safety Management System</li> </ul>
	Managing risk	Adequately Engaged	<ul style="list-style-type: none"> <li>• Adopted EMS complying with ISO 14001 and OHSAS according ISO 45001.</li> <li>• Adopted a comprehensive and integrated Enterprise Risk Management (ERM) framework for mitigating the various risks to which the businesses are exposed to in the course of their operations and strategic actions.</li> </ul>
Stewardship	Sustainable Development Culture	Full Engagement	<ul style="list-style-type: none"> <li>• Culture of sustainable development is fully integrated in all levels. Sustainability objectives are well integrated in all departmental level, and its performance is being monitored through Balanced Scorecard System.</li> <li>• Sustainability Team is in place that works as focal points for their departments who links departmental sustainability objectives with the organizational sustainability roadmap.</li> <li>• Qatar Steel has a dedicated budget for community investment.</li> </ul>

Principles and Practices		Maturity Level	Programs and Plans
Stewardship	Building Capacity	Adequately Engaged	<ul style="list-style-type: none"> <li>• Training plan including theoretical and practical training regarding quality, environment, H&amp;S and Sustainability is in place.</li> <li>• Performance Appraisal System is in place.</li> </ul>
	Supply chain	Adequately Engaged	<ul style="list-style-type: none"> <li>• Suppliers are selected based on technical compliance, cost, delivery time, environmental, safety and human rights performance criteria.</li> </ul> <p>Further developments on this are expected in the coming year.</p>
	Environmental assessment	Full Engagement	<ul style="list-style-type: none"> <li>• Comprehensive environmental impact/risk management functions that investigate environmental risks in the organization and communicates to the Board through the Audit Committee.</li> </ul>
Transparency	Review	Full Engagement	<ul style="list-style-type: none"> <li>• Sustainability Road Map is reviewed quarterly during Balance Score Card meeting.</li> <li>• Management Review meeting is undertaken annually, and objectives/targets are set to reflect continual improvement as a part of Sustainability Management.</li> </ul>
	Building confidence	Adequately engaged	<ul style="list-style-type: none"> <li>• Qatar Steel have been issuing sustainability reports since 2011, providing a transparent channel of its sustainability performance to its stakeholders and published in Qatar Steel website.</li> </ul>

## Appendix C: GRI Content Index

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.



GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>GRI 101: Foundation 2016</b>		
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>	<b>Organizational profile</b>	
	102-1 Name of the organization	Qatar Steel
	102-2 Activities, brands, products, and services	6, 15-17
	102-3 Location of headquarters	Doha, Qatar
	102-4 Location of operations	3
	102-5 Ownership and legal form	3
	102-6 Markets served	15-17
	102-7 Scale of the organization	3-6, 33-37, 39-40
	102-8 Information on employees and other workers	39-40
	102-9 Supply chain	31-32
	102-10 Significant changes to the organization and its supply chain	The Safety Organisational Structure has changed significantly, p 22
	102-11 Precautionary Principle or approach	The precautionary approach is embedded in Qatar Steel's sustainability management approach.
	102-12 External initiatives	Qatar National Vision 2030
	102-13 Membership of associations	World Steel Association
	<b>Strategy</b>	
	102-14 Statement from senior decision-maker	2
	102-15 Key impacts, risks, and opportunities	3, 42-43
	<b>Ethics and integrity</b>	
	102-16 Values, principles, standards, and norms of behavior	7, 42-43
	<b>Governance</b>	
	102-18 Governance structure	42
	<b>Stakeholder engagement</b>	
	102-40 List of stakeholder groups	45
	102-41 Collective bargaining agreements	Trade Unions are prohibited in Qatar
	102-42 Identifying and selecting stakeholders	46
	102-43 Approach to stakeholder engagement	46
	102-44 Key topics and concerns raised	12
	<b>Reporting practice</b>	
	102-45 Entities included in the consolidated financial statements	Financial statements include the activities of Qatar Steel. No other entity is included.
	102-46 Defining report content and topic Boundaries	45
	102-47 List of material topics	12
	102-48 Restatements of information	none
102-49 Changes in reporting	No significant changes	
102-50 Reporting period	January 1, 2018 – December 31, 2018	
102-51 Date of most recent report	2017	
102-52 Reporting cycle	Annual	
102-53 Contact point for questions regarding the report	1	
102-54 Claims of reporting in accordance with the GRI Standards	1	
102-55 GRI content index	48	
102-56 External assurance	Not assured	

GRI Standard	Disclosure	Page number(s) and/or URL(s)
<b>Material Topics</b>		
<b>GRI 200 Economic Standard Series</b>		
<b>GRI 103: Management Approach 2016</b>	<b>Economic Performance</b>	
	103-1 Explanation of the material topic and its Boundary	44
	103-2 The management approach and its components	44
	103-3 Evaluation of the management approach	44
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	44
<b>GRI 103: Management Approach 2016</b>	<b>Market Presence</b>	
	103-1 Explanation of the material topic and its Boundary	28-30
	103-2 The management approach and its components	28-30
	103-3 Evaluation of the management approach	28-30
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	28-30
<b>GRI 103: Management Approach 2016</b>	<b>Procurement Practices</b>	
	103-1 Explanation of the material topic and its Boundary	30
	103-2 The management approach and its components	30
	103-3 Evaluation of the management approach	30
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	30
<b>GRI 300 Environmental Standards Series</b>		
<b>GRI 103: Management Approach 2016</b>	<b>Materials</b>	
	103-1 Explanation of the material topic and its Boundary	31-33
	103-2 The management approach and its components	31-33
	103-3 Evaluation of the management approach	31-33
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	32-33
	301-2 Recycled input materials used	32-33
<b>GRI 103: Management Approach 2016</b>	<b>Energy</b>	
	103-1 Explanation of the material topic and its Boundary	34
	103-2 The management approach and its components	34
	103-3 Evaluation of the management approach	34
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	34
	302-3 Energy intensity	34

GRI Standard	Disclosure		Page number(s) and/or URL(s)
<b>GRI 103: Management Approach 2016</b>	<b>Water</b>		
	103-1 Explanation of the material topic and its Boundary	36-37	
	103-2 The management approach and its components	36-37	
<b>GRI 303: Water and Effluents 2018</b>	103-3 Evaluation of the management approach	36-37	
	303-1 Interactions with water as a shared resource	37	
	303-2 Management of water discharge-related impacts	37	
	303-4 Water discharge	37	
<b>GRI 103: Management Approach 2016</b>	303-5 Water consumption	37	
	<b>Emissions</b>		
	103-1 Explanation of the material topic and its Boundary	34-36	
	103-2 The management approach and its components	34-36	
<b>GRI 305: Emissions 2016</b>	103-3 Evaluation of the management approach	34-36	
	305-1 Direct (Scope 1) GHG emissions	35	
	305-2 Energy indirect (Scope 2) GHG emissions	35	
	305-4 GHG emissions intensity	35	
<b>GRI 103: Management Approach 2016</b>	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	36	
	<b>Effluents and Waste</b>		
	103-1 Explanation of the material topic and its Boundary	36-38	
	103-2 The management approach and its components	36-38	
<b>GRI 306: Effluents and Waste 2016</b>	103-3 Evaluation of the management approach	36-38	
	306-1 Water discharge by quality and destination	36	
<b>GRI 103: Management Approach 2016</b>	306-2 Waste by type and disposal method	37-38	
	<b>Supplier Environmental Assessment</b>		
	103-1 Explanation of the material topic and its Boundary	47	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	103-2 The management approach and its components	47	
	103-3 Evaluation of the management approach	47	
	308-1 New suppliers that were screened using environmental criteria	47	
<b>GRI 400 Social Standards Series</b>			
<b>GRI 103: Management Approach 2016</b>	<b>Employment</b>		
	103-1 Explanation of the material topic and its Boundary	39-40	
	103-2 The management approach and its components	39-40	
<b>GRI 401: Employment 2016</b>	103-3 Evaluation of the management approach	39-40	
	401-1 New employee hires and employee turnover	40	

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 103: Management Approach 2016	<b>Occupational Health and Safety</b>	
	103-1 Explanation of the material topic and its Boundary	22-27
	103-2 The management approach and its components	22-27
	103-3 Evaluation of the management approach	22-27
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	26
	403-2 Hazard identification, risk assessment, and incident investigation	26
	403-3 Occupational health services	26
	403-4 Worker participation, consultation, and communication on occupational health and safety	26
	403-5 Worker training on occupational health and safety	26
	403-6 Promotion of worker health	26
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	26
	403-10 Work-related ill health	26
GRI 103: Management Approach 2016	<b>Training and Education</b>	
	103-1 Explanation of the material topic and its Boundary	40-41
	103-2 The management approach and its components	40-41
	103-3 Evaluation of the management approach	40-41
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	40-41
	404-2 Programs for upgrading employee skills and transition assistance programs	41
GRI 103: Management Approach 2016	<b>Diversity and Equal Opportunity</b>	
	103-1 Explanation of the material topic and its Boundary	39-40
	103-2 The management approach and its components	39-40
	103-3 Evaluation of the management approach	39-40
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	39, 42
GRI 103: Management Approach 2016	<b>Non-discrimination</b>	
	103-1 Explanation of the material topic and its Boundary	40, 42-43
	103-2 The management approach and its components	40, 42-43
	103-3 Evaluation of the management approach	40, 42-43
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	none
GRI 103: Management Approach 2016	<b>Local Communities</b>	
	103-1 Explanation of the material topic and its Boundary	28-30
	103-2 The management approach and its components	28-30
	103-3 Evaluation of the management approach	28-30
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	28-30
GRI 103: Management Approach 2016	<b>Marketing and Labeling</b>	
	103-1 Explanation of the material topic and its Boundary	19
	103-2 The management approach and its components	19
	103-3 Evaluation of the management approach	19
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	No incidents of non-compliance

## Appendix D: Acronyms

API	American Petroleum Institute	JSA	Job Safety Analysis
ASTM	American Society for Testing and Materials	Kg	Kilogram
ASTM	American Society for Testing and Materials	kWh	Kilowatt-hour
BCMS	Business Continuity Management System	LCA	Life Cycle Assessment
BF	Blast Furnace	LF	Ladle Furnaces
BOF	Basic Oxygen Furnace	LOTO	Lock-Out and Tag-Out
BS	British Standard	LTIFR	Lost-time Injury Frequency Rate
CAM	Center for Advanced Materials	m <sup>3</sup>	Cubic metre
CDRI	Cold direct reduced iron	MENA	Middle East and North African
CO <sub>2</sub> eq	Carbon Dioxide Equivalent	mg/Nm <sup>3</sup>	Milligram per normal cubic metre
DR	Direct Reduction	MMI	Man-Machine Interface
DRI	Direct Reduced Iron	Muntajat	Qatar Chemical and Petrochemical Marketing and Distribution Company
EAF	Electric Arc Furnace	NO <sub>x</sub>	Nitrogen oxides
EBT	Eccentric Bottom Tap	NZLD	Near Zero Liquid Discharge
EMS	Environmental Management System	OHC	Occupational Health Center
EPD	Environmental Product Declaration	Q-Coat	Qatar Metals Coating Company WLL.
ERM	Enterprise Risk Management	QC Circle	Qatar Steel's Quality Control Circle
FBE	Fusion Bonded Epoxy	QIMC	Qatar Industrial Manufacturing Company
FZE	Free Zone Establishment	QMS	Quality Management System
GCC	Gulf Cooperation Council	QNV 2030	Qatar National Vision 2030
GHG	Greenhouse Gas	QP	Qatar Petroleum
GJ	Gigajoule	QR	Qatari Riyal
GORD	Gulf Organization for Research and Development	R&S	Research and Sustainability Department
GPCA	Gulf Petrochemicals and Chemicals Association	RBQ	Reduced Briquettes
GRI	Global Reporting Initiative	Rebar	Reinforcement steel bar or Reinforcing steel
HBI	Hot Briquetted Iron	RM	Rolling Mill
HIRA	Hazard Identification & Risk Assessment	SO <sub>x</sub>	Sulfur oxides
HSE	Health, Safety, and Environment	SS	Singapore Standards
IOGP	International Oil and Gas Producers Association	TRCF	Total Reportable Cases Frequency
IPIECA	International Petroleum Industry Environmental	UAE	United Arab Emirates
IQ	Industries Qatar	UK CARES	UK Certification Authority for Reinforcing Steels
ISO	International Organization for Standardization	WFE	Waste Free Environment Program







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