



قطر ستيل
QATAR STEEL



SUSTAINABILITY
REPORT **2023**





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



His Highness
Sheikh Hamad Bin Khalifa Al Thani
The Father Amir

ABOUT THE REPORT

We are pleased to present Qatar Steel's 13th Sustainability Report. This report provides an overview of our activities, achievements, and performance in the Environment, Social, and Governance (ESG) areas throughout the year 2023 and is a testament to our commitment to sustainability, accountability, and transparency.

This report has been developed in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards and highlights our performance against key performance indicators aligned with the World Steel Association (worldsteel), the United Nations Sustainable Development Goals (UN SDGs), CARES Sustainable Constructional Steel (SCS) framework, BES 6001 Responsible Sourcing certification scheme, and the Qatar National Vision (QNV) 2030.

The scope of this report covers all of Qatar Steel's operations including the Mesaieed Plant and Doha Office. The report does not cover the activities and ESG performance of the organization's subsidiaries and Joint Ventures (JV) or of any other external stakeholders unless stated otherwise.

Reporting Period

The report covers the calendar year from 1 January 2023 to 31 December 2023, unless stated otherwise.

Inquiries and Feedback

For any inquiries, feedback, or suggestions, please send your comments to: sustainability@qatarsteel.com.qa or P.O. Box: 50090, Mesaieed, State of Qatar.

Forward-looking statements







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

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



Contents

08	LEADERSHIP STATEMENTS	Message from the Chairman 10 Message from MD and CEO 12	
14	2023 HIGHLIGHTS	ESG Highlights 16 A Decade of Prosperity 17	
18	ABOUT QATAR STEEL	Company Overview 20 Plants, Products, and Value Chain 21 Corporate Strategy 22	
24	OUR APPROACH TO SUSTAINABILITY MANAGEMENT	Our Approach to Sustainability 26 Sustainability Roadmap 30	
32	BUILDING THE FUTURE	Product Stewardship 34 Innovation, Digitalisation, and Sustainable Solutions 38	
40	ACHIEVING A PROFITABLE GROWTH AND BUSINESS PORTFOLIO	Economic Performance 42 Operational Efficiency 44	
46	ENSURING A SAFE AND HEALTHY WORK ENVIRONMENT	Occupational Health and Safety 48 Emergency Response Preparedness 57	

58	CREATING A BALANCED ECOSYSTEM	Environmental Risk Management 60 Energy (efficiency, intensity, and renewables) 61 Air Emissions (GHG and others) 62 Waste Management 66 Materials and Circular Economy 68 Water and Effluents 72 Biodiversity 74	
76	CONTRIBUTING TO NATIONAL GROWTH AND DEVELOPMENT	Qatarisation 78 Community Trust, Health, and Investment (CSR) 80	
86	DEVELOPING A HIGH PERFORMING AND MOTIVATED TEAM	Recruitment and Management of Talents 88 Diversity and Equal Opportunities 91 Training and Development 93 Labour Management Relationships 95	
96	PRACTICE GOOD GOVERNANCE	Governance, Ethics, Compliance and Integrity 98 Procurement Practices 102 Human Rights 104 Reporting and Stakeholder Engagement 105	
106	DATA MANAGEMENT	Sustainability Road Map Performance 108 Data and Disclosure 113	
130	APPENDICES	APPENDIX A. Reporting Scope and Boundaries 132 APPENDIX B. Maturity Assessment 133 APPENDIX C. Stakeholder Engagement Map 139 APPENDIX D. GRI Content Index 140 APPENDIX E. Acronyms 147	

LEADERSHIP STATEMENTS



Message from the Chairman	10
Message from the MD & CEO	12



Message from the Chairman



SAAD RASHID AL-MUHANNADI
Chairman

Welcome to our thirteenth Sustainability Report, which reflects our ongoing commitment toward embedding sustainable practices throughout our operations while ensuring we play our part in preserving natural resources for future generations.

As we advance along our sustainability journey, the need to implement sustainable practices and reduce anthropogenic emissions is becoming more urgent. Rising temperatures and an increase in extreme weather events are having detrimental impacts on biodiversity, resources, and social inequality. It is imperative that these issues be addressed through collective action, innovative solutions, and sustainable practices across all sectors to ensure a resilient and equitable future for all.

As you explore these pages, you will see that Qatar Steel's unwavering commitment to sustainability is reflected throughout the company's strategy and operations. We have made great strides in creating a more sustainable and environmentally friendly product portfolio.

In 2023, we continued to deliver extraordinary results, notably with an increase of 16 % in net profit and a 6% year-on-year increase in Economic Value Distributed (EVD). This growth was supported by an increase in production and achieving the highest HBI sales in the history of Qatar Steel sales.

Another significant achievement in 2023 was the acquisition of Al Qataria, which will enable us to diversify into new products that are not currently a part of our portfolio. This will bring several strategic benefits and further strengthen our leadership position in the domestic steel market. Additionally, this acquisition may unlock new export destinations for our products, enabling us to expand our sales efforts into international markets.

In 2023, we became a member of ResponsibleSteel, demonstrating our commitment to responsibly sourced and produced steel. At present, we are in the process of obtaining the ResponsibleSteel certification for responsible sourcing with the stage 1 audit planned to take place in 2024, further demonstrating our commitment to responsible business practices. Our alignment with the principles within the ResponsibleSteel methodology will help further support our planned expansion into international markets.

I now invite you to explore our latest sustainability report which provides a comprehensive overview of our efforts, achievements, and commitments toward fostering a more sustainable future. We recognise that sustainability is an ongoing journey that requires continuous innovation, adaptation, and collaboration to address evolving environmental, social, and economic challenges effectively. As we look forward into 2024, we know that we still have some way to go along this journey, but we are proud of the progress we have made so far and look forward to finding new and innovative ways to incorporate sustainability into all aspects of our operations.

“ Our alignment with the principles within the ResponsibleSteel methodology will help further support our planned expansion into international markets. ”

Message from the MD & CEO



ABDULRAHMAN ALI AL-ABDULLA
Managing Director & CEO

It is with great pleasure that I present to you our latest Sustainability Report which outlines the significant progress that Qatar Steel has made in 2023. At Qatar Steel, we recognise the importance of sustainability in today's world, and this report reaffirms our unwavering commitment to environmental stewardship, social responsibility, and ethical business practices.

Sustainability is embedded at the core of our business operations, and we strive to adopt best practices that ensure we are operating in the best interests of our stakeholders and the environment. Our sustainability initiatives are designed and developed to align with our company's core values, mission, and vision, while also aligning with international ambitions such as United Nations Sustainable Development Goals and World Steel Association Sustainability Charter. We are committed to achieving our sustainability goals through driving innovation in low-carbon steelmaking and we work hard to establish ourselves as the preferred sustainable steel supplier, while also nurturing our human capital and contributing positively to the communities in which we operate.

Qatar Steel made significant progress in 2023. We are proud to share that we obtained Responsible Steel membership and are working towards obtaining Responsible Steel certification, the industry's first corporate social responsibility certification initiative designed to promote responsible steel sourcing and production within the industry. We also received prestigious recognition from the Public Works Authority by being listed as an accredited lab for Ashghal. These substantial achievements

reflect Qatar Steel's exceptional reputation and cement our commitment to sustainable business practices.

In 2023, Qatar Steel also continued to expand our production, increasing our overall production year-on-year by 7%, and our net profit increased by 16%. Our continued growth, despite global challenges associated with the climate crisis and ongoing conflicts, reflects our commitment to incorporating sustainability and resilience into our business strategy, mitigating risks, and seizing growth opportunities.

Qatar Steel recognises the importance of conserving natural resources and protecting the environment and has made great strides to reduce emissions and increase our recycling efforts. This is reflected in the achievements obtained in 2023, where we decreased sulphur dioxide emissions by 50% and increased the amount of water recycled by 54%. Qatar Steel also attended the Marsh Business Resilience Forum in March 2023, where the 2023 Global Risks Report was presented and discussed with the participants.

At Qatar Steel, we recognise that our people are our greatest asset, and we are committed to investing in our employees to ensure that they continue to grow and develop, while also providing a safe working environment that is free from discrimination and harassment. To reflect this commitment, we developed a Human Rights policy in 2023 which is intended to safeguard the rights and freedoms of our employees, individual contractors, and other individuals who interact with our organisation. We also increased the amount spent on training for our employees by 38%, demonstrating our dedication to our people and their continued professional development.

In addition to uplifting our workforce, Qatar Steel is also dedicated to contributing to national growth and development and is proud to have implemented a corporate social responsibility (CSR) policy that outlines our commitment to our local communities. Reflecting this commitment, I am proud to share that we spent QAR 100,000 on CSR initiatives in 2023. Moreover, we also increased local procurement by 34% which further demonstrates our commitment to supporting the communities in which we operate.

In closing, I would like to invite you to read Qatar Steel's 2023 Sustainability Report which reflects on the initiatives undertaken and progress made over the previous 12 months. I also encourage you to actively participate in our sustainability journey by providing any feedback or suggestions. I would like to take this opportunity to express my gratitude to our Board of Directors, customers, and shareholders for their unwavering support and encouragement as we continue to navigate our sustainability journey.



Our people are our greatest asset, and we are committed to investing in our employees to ensure that they continue to grow and develop, while also providing a safe working environment that is free from discrimination and harassment.

2023 HIGHLIGHTS



ESG Highlights 16

A Decade of Prosperity 17



ESG Highlights

Building the Future

- +7% overall production year-on-year
- Achieved 3 new product conformity certifications
- Received prestigious recognition from the Public Works Authority by being listed as an accredited lab for 'Ashghal'

Achieving a Profitable Growth

- Net profit increased by 16%
- EVD year-on-year increased by 6%

Ensuring a Safe and Healthy Work Environment

- Total Recordable Injury Frequency Rate: 0.20
- Lost Time Injury Frequency Rate: 0.51

Creating a Balanced Ecosystem

- GHG emission intensity of 1.34 tCO₂e/ton of crude steel
- The amount of water recycled increased by 54%
- A 300% increase in the amount of waste recycled
- A 50% decrease in SO₂ emissions
- Engaged in the Marsh Business Resilience Forum

Contributing to National Growth and Development

- QAR 100,000 CSR Spending
- QAR 2 million in education for Qatari students

Developing a High-Performing and Motivated Team

- 37.07 training hours /employee
- 38% increase in spending of training per employee

Practice Good Governance

- Developed a Human Rights Policy
- 34% spending on local procurement

A Decade of Prosperity

2023

- Acquired Al Qataria.
- Became a member of ResponsibleSteel.
- Received prestigious recognition from the Public Works Authority for being listed as an accredited lab for 'Ashghal'.

2022

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

2021

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

2020

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

2019

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

2018

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

2017

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

2016

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

2015

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

2014

- Received **Waste Management Award** in Qatar Petroleum (now QatarEnergy) and Industry Sector.
- QS Laboratory obtains **ISO/IEC 17025:2005** accreditation.

2013

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

ABOUT QATAR STEEL

Established in 1974, Qatar Steel was the first integrated iron and steel plant in the Arabian Gulf and, over the last 50 years, has positioned itself at the forefront of steel production within the Gulf Cooperation Council (GCC) region. Since the commencement of commercial production in 1978, the company has strived to meet the growing global demand for steel, offering a wide range of products and services that are unmatched in quality and reliability.



Company Overview	20
Plants, Products, and Value Chain	21
Corporate Strategy	22



Company Overview

Qatar Steel's corporate headquarters and production plant are located 45 km south of Doha in Mesaieed Industrial City. Spanning 1,811,773 square metres, the impressive base has been carefully designed to encompass both the plant and Qatar Steel's office spaces, with an additional 243,750 square metres reserved for future development and expansion.

Qatar Steel's plant facilities includes state of the art MIDREX based Direct Reduction plants, Electric Arc Furnaces, Ladle Furnaces, ladle furnaces, continuous billet casting machines, rolling mills, and calcinated lime plants. These facilities use state-of-the-art technology to ensure efficient and high-

quality production of direct reduced iron, steel billets, and reinforcing steel bars (rebar).

Qatar Steel's operations are guided by our Vision, Mission, Strategy, and Values. These help shape the organisation's behaviour and decision-making processes.



Ownership, Subsidiaries and Affiliates

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

Qatar Steel operates two primary subsidiaries: UAE-based subsidiary - Qatar Steel Company FZE (QSC FZE) and Qatar Steel Industrial Investment Company. QSC FZE was established in July 2003 to cater to the increasing demand for wire rods and rebar products in the GCC and international markets. It operates two production facilities located in Jebel Ali Free Zone, Dubai, consisting of a wire rod mill and a rebar mill. The wire rod mill has a capacity of 240,000 metric tonnes per year, while the rebar mill has a capacity of 300,000 metric tonnes per year.

Additionally, Qatar Steel formed a joint venture with Qatar Industrial Manufacturing Company (QIMC) to address local environmental challenges related to rebar corrosion. This collaboration resulted in the establishment of Qatar Metals Coating Company (Q-Coat) in

Mesaieed, which specialises in the production of an innovative fusion-bonded epoxy-coated Rebar.

In 2020, Qatar Steel adopted a new production optimisation model by adjusting the production to meet the local market demand of Rebar. As a result, Qatar Steel has decided to mothball¹ some of the facilities (i.e., DR2, EF3, EF4 & RM1) and produce the required quantity using the remaining facilities which are sufficient to cater to the Qatar market. From January 2022, DRI production has been shifted to DR2 and currently, DR1 is under mothballing.

In 2023, Qatar Steel acquired Al Qataria. This acquisition is planned to be followed by a diversification into new products (Wire Rod Coil) that are not currently part of Qatar Steel's product portfolio in Qatar.

¹Mothballing refers to the process of deactivation and preservation of equipment and/or production facilities for possible future use.

Memberships



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

Plants, Products, and Value Chain

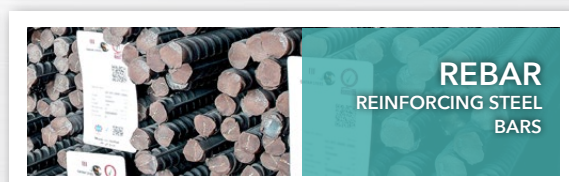
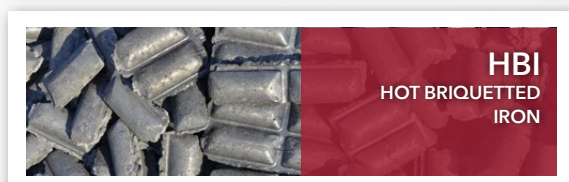
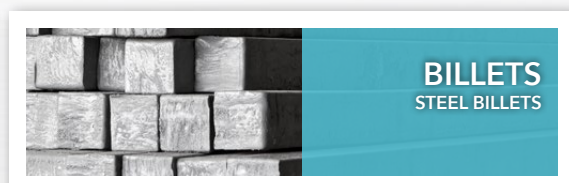
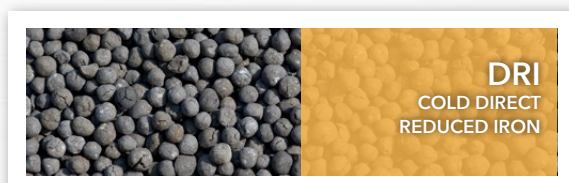
Qatar Steel is committed to achieving excellence across all our operations. To achieve this, our production activities have been streamlined and synchronised to maximise efficiency. We also regularly monitor and evaluate our operations to ensure that we continue to improve our performance, maintaining our commitment to excellence.

Qatar Steel's products are produced using state-of-the-art production technology and include Cold Direct Reduced Iron (DRI), Hot Briquetted Iron (HBI), Steel Billets, and Reinforcing Steel Bars.

Qatar Steel produces DRI using the MIDREX® Direct Reduction Plants, which is one of the industry's most productive and reliable technologies. The DRI iron produced is then used to produce steel. In addition to the two direct reduction units (DR1 and DR2) for iron making, Qatar Steel operates three steelmaking electric arc furnaces (EAF3, EAF4, and EAF5), two rolling mill facilities (RM1 and RM2), and two auxiliary units (Kiln1 and Kiln2), which produce quicklime

and dolomite. The majority of the billets produced at Qatar Steel are then processed into rebars in our rolling mills. We supply a range of high-quality steel billets of various cross-sections and sizes, enabling us to meet both the customer requirements and industry specifications.

Qatar Steel's main raw material is Iron Oxide Pellets. These are procured from suppliers who have obtained ISO 14001, ISO 45001 and ISO 9001 certifications, located in Sweden, Oman, Brazil, and other countries, and Steel Scrap, which is locally procured (for further details on the Supply Chain Management process, please refer to "[Procurement Practices](#)").



Corporate Strategy

Qatar Steel's Corporate Strategy Map details our objectives, initiatives, and targets that together ensure the ongoing success of our business.

This comprehensive framework incorporates the key priorities that our organisation identified in consultation with both internal and external stakeholders and outlines the key performance indicators that we monitor and measure at all levels of our organisation. Our strategy map is regularly reviewed and updated to ensure that it aligns with our long-term ambition and continues to drive our business towards sustained success. Qatar Steel's current Corporate Strategy Map for 2022 to 2026 is outlined below.

Qatar Steel's Corporate Strategy is centred around the development of a more sustainable product portfolio. This includes optimising production processes to reduce waste and increase overall yield. In addition, our organisation plans to periodically carry out scenario planning workshops that focus on developing long-term strategy covering expansion/ acquisition, process improvements, and sustainability amongst others.

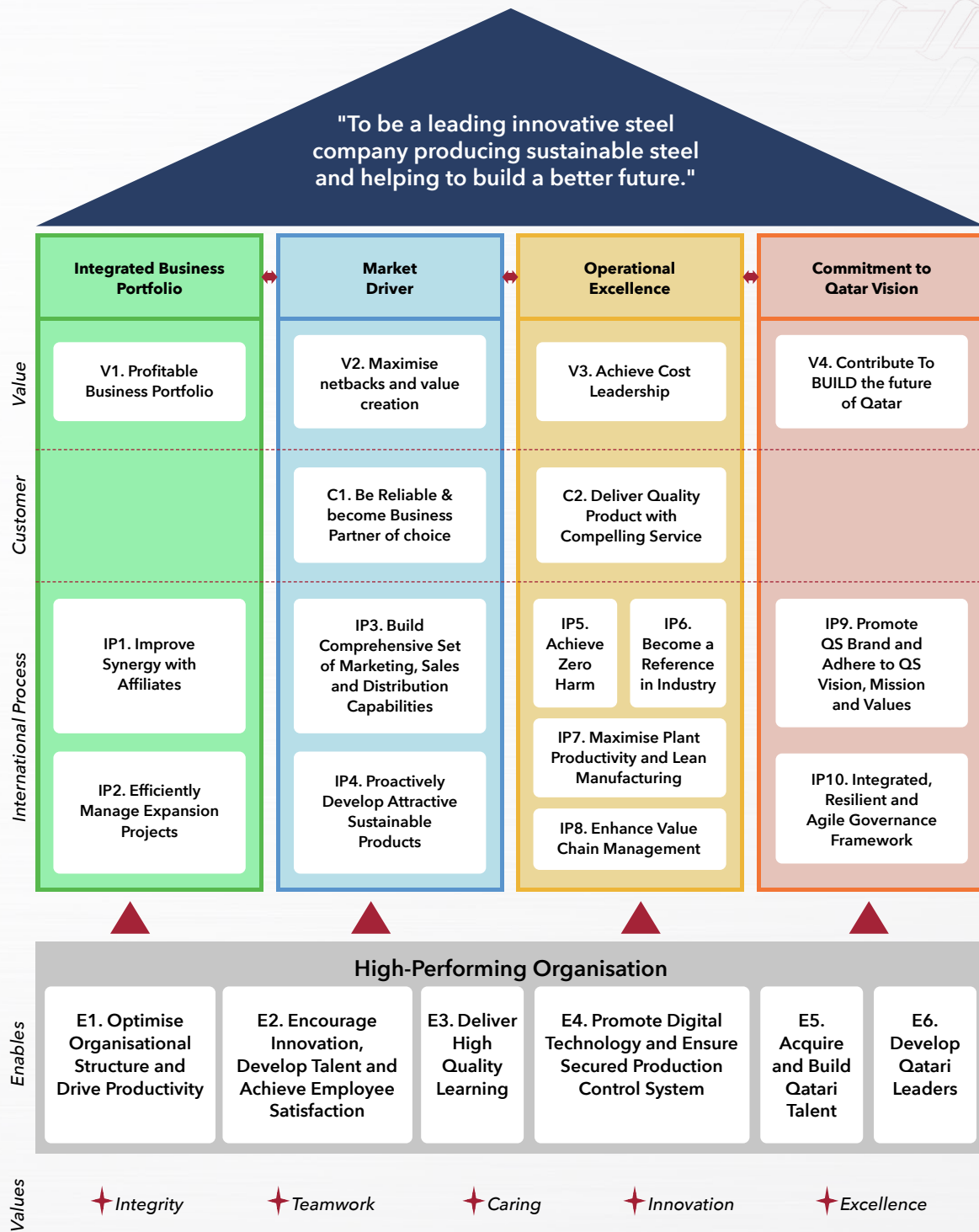
Qatar Steel's strategy also aims at exploring various cost-reduction initiatives through operational diagnostics. By conducting a thorough analysis of operations, Qatar Steel seeks to identify opportunities for optimising efficiency and reducing expenses while maintaining its commitment to sustainability and excellence.

In 2023, we conducted the 'Qatar Steel Vision 2030 workshop' which focused on developing a vision for 2030. The workshop covered several key aspects which included Qatarisation and sustainability, and explored scenarios related to carbon reduction, digitalisation, cost reduction, and cultural transformation. In addition, Qatar Steel attended the World Steel Association General Meeting, World Steel Association (ECON-Economics Committee), World Steel Association (Technology Committee-TECO), and Arab Iron and Steel Union (AISU) in 2023. In 2024, Qatar Steel is planning to conduct an operational diagnostic (Cost reduction initiatives) and Strategy refresh workshops.

Qatar Steel's Impact: The Carbon Border Adjustment Mechanism and ResponsibleSteel

The Carbon Border Adjustment Mechanism (CBAM) calculations and ResponsibleSteel are an important part of our corporate strategy. They both combine certain ESG-aligned certifications, such as environmental product declarations, which are crucial for entry into certain market geographies and segments. The third party consultant conducted a market analysis that identifies markets where customers are willing to pay the green premium. In addition, the market analysis covers a variety of ways to leverage production in the affiliate companies of Qatar Steel to best take advantage of its own products and those produced at facilities outside of Qatar.

Corporate Strategy Map 2022 - 2026



OUR APPROACH TO SUSTAINABILITY MANAGEMENT

We took our first steps on our sustainability journey over a decade ago and this journey has continued to evolve as we strive to align with international framework such as United Nations Sustainable Development Goals and World Steel Association Sustainability Charter. We are committed to achieving our sustainability goals through driving innovation in low-carbon steelmaking and we work hard to establish ourselves as the preferred sustainable steel supplier. We have embedded sustainability throughout the organisation, from reducing our environmental footprint to taking steps to nurture our our people and provide a safe working environment. In addition, we are also committed to empowering the local community.



Sustainability Management 26

Sustainability Roadmap 30



Sustainability Management

To achieve this, we integrated several key elements into our sustainability management approach including the organisation's Material Topics, Sustainability Policy, Sustainability Framework, Corporate Strategy Map 2022-2026, and the Sustainability Roadmap 2022-2026.

These interconnected tools have enabled us to measure our progress and update or introduce new sustainability initiatives accordingly. They guide the company's efforts not only at a local level, aligning

with stakeholders' perspectives and the QNV 2030, but also on an international scale, aligning with the UN SDGs and the World Steel Association Sustainability Development Charter.

Qatar Steel's Impact: ResponsibleSteel Member

In 2023, Qatar Steel became a member of ResponsibleSteel, a global, not-for-profit organization dedicated to promoting sustainable practices within the steel industry and which has over 150 organisations from across the steel value chain and civil society. ResponsibleSteel is the only global multi-stakeholder standard and certification initiative for responsibly sourced and produced steel.

Qatar Steel has selected CARES² for ResponsibleSteel certification stage-1 audit.

Materiality Assessment

Materiality assessments play a crucial role in helping Qatar Steel understand the expectations and needs of our stakeholders. We review and reassess our material topics annually, to reflect the rapidly and dynamically evolving operating environment as well as latest reporting standards, enabling us to stay abreast of the latest developments in the industry. Through a materiality refresh exercise conducted during a workshop

with top management, no prior year topics were deprioritised, and no new topics were qualified as material in this year's process. The 23 material topics remain aligned with the objectives of national and international frameworks and declarations such as the UN SDGs and QNV 2030, while also taking into account industry standards and material issues identified by regional and international peers.

² CARES is the world's leading independent provider of assured certification for the steel industry and has been approved to carry out assessment and surveillance audits for [ResponsibleSteel](#) certification.



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

Sustainability Framework

Our Sustainability Framework is based on seven key pillars which are centred around the core theme of "Building the Future". These pillars provide the backbone for sustainable development within our organisation and were identified based on their significant impact on Qatar

Steel's sustainability performance and our stakeholders' expectations. Each pillar is directly connected to the material issues that have been recognised as most critical to our company's success and are associated with specific goals and KPIs.



Qatar Steel has also developed a sustainability value proposition to summarise how we create value for our customers and stakeholders while committing to protecting the planet. This approach is important because the

domestic markets are currently oversupplied. The alignment to the principals within the ResponsibleSteel methodology will further reinforce this approach.

The following table outlines the seven pillars and additionally highlights the UN SDGs to which each pillar contributes:

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

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

Sustainability Roadmap

Qatar Steel's current Sustainability Roadmap covers the period 2022 - 2026. It builds on the previous roadmap by providing a more in-depth picture of the strategic objectives that will give us a competitive edge over our regional and international peers, while ensuring a positive contribution to the QNV 2030.

The current roadmap outlines ten objectives and includes a detailed action plan that will enable us to identify performance gaps and improvement opportunities within the short and medium term.

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

- **Integrating environmentally friendly technologies and processes.** We strive to revolutionise steelmaking practices and minimise our ecological impact by exploring sustainable alternatives and investing in research and development.
- **Reducing our environmental footprint.** As a responsible steel supplier, we are actively pursuing initiatives to optimise energy consumption, minimise waste generation, and decrease emissions throughout our operations. Through the adoption of efficient production methods and the promotion of circular economy principles, we seek to contribute positively to the preservation of our planet's natural resources.
- **Cultivating a zero-harm culture.** We endeavour to create a safe working environment by prioritising the health,

safety, and well-being of our employees, contractors, and stakeholders. To achieve this, we have implemented robust safety protocols, provided comprehensive training programs, and fostered a culture of accountability.

- **Investing in employee development.** We recognise that our employees are our greatest asset and investing in our human capital by providing training, education, and benefits can help our organisation thrive in a rapidly changing landscape. By promoting diversity, inclusivity, and equal opportunities, we create a workplace that fosters creativity, collaboration, and personal growth.
- **Empowering the local community.** Our commitment to sustainability extends beyond our organisational boundaries. We recognise the importance of forging strong relationships with the local community, and we actively engage these communities to ensure that we are making a positive social impact. This includes introducing initiatives such as community outreach programs, education, and support for local businesses.

To facilitate the implementation of our strategy, we have created balanced scorecards and established a RASCI matrix³ which actively involves the management team. These initiatives were undertaken to ensure a clear mapping of roles and responsibilities for each action identified.



³ RASCI matrix is a chart used in project management to define team roles across 4 categories: Responsible, Accountable, Supported, Consulted, and Informed.

BUILDING THE FUTURE



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

Product Stewardship 34

Innovation, Digitalisation and Sustainable Solutions 38



Product Stewardship

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

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

To ensure customer satisfaction and safety, we actively gather and analyse customer feedback, addressing any concerns or complaints promptly. This feedback-driven

approach enables us to continuously improve our products and services, aligning them with customer needs and safety considerations.

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

Production Overview

In 2023, we witnessed an increase in production of total crude steel production. Hot Briquetted Iron production increased 133% due to increased demand. In addition,

we observed a 10% increase in Rebar which includes 39,695 tonnes produced from Al-Qataria.

Production	Unit	2021	2022	2023
Qatar Steel				
Direct Reduced Iron (DRI)	Tonnes	770,444	1,410,254	1,275,583
Hot Briquetted Iron (HBI)	Tonnes	0	168,726	392,475
Molten Steel (From EF)	Tonnes	1,009,621	1,090,348	1,155,250
Steel Billets (Crude Steel)	Tonnes	1,001,801	1,081,916	1,146,437
Rebar	Tonnes	855,284	891,587	983,322 ¹
Qatar Steel FZE				
Rebar	Tonnes	249,675	274,694	320,016
Wire Rod and Rebar in Coils	Tonnes	147,349	135,934	117,983
¹ Al-Qataria produced 39,695 MT of Rebars				

7% Increase of production in 2023

In addition to the observed increase in production, in 2023 Qatar Steel achieved some significant production milestones including:

- Restarting the shipping of Rebar to the Bahrain Market.
- Shipping a record-high volume of slag.
- Achieving the highest HBI sales in the history of Qatar Steel sales.
- Transferring the sales & marketing activities of Qatar Steel FZE, Dubai to Qatar Steel Qatar Sales & Marketing with effect from July 2023.

- Continuously supplying rebar to the domestic market, contributing above 83% of the market share.

Our organisation plans to build on this success and in 2024 we aim to develop a robust

marketing strategy for the domestic and export markets, as well as develop a customer relationship strategy. In addition, Qatar Steel plans to explore potential sales to new markets like Europe and the USA.

Product Quality

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

- ISO 9001:2015,
- ISO 14001:2015,
- ISO 45001:2018,
- SCS and BRE BES 6001 from CARES.

Refer to Certifications⁴ for further information on Qatar Steel's product conformity certifications.

⁴Certifications

In 2023, our organisation continued to enhance our product and lab accreditation certifications portfolio following third-party audits:

- Qatar Steel received the Certificate of Conformity as per DIN 488 Grade B500B by KIWA Germany & BRL 0501 Grade B500BKOMO certification by KIWA Netherlands (For Diameter D10 ~ D40). **This product certification will enable Qatar Steel to supply reinforcement bars to Germany & Netherlands.**

- Qatar Steel received the Certificate of Product Conformity as per BS 4449:2005 +A3:2016 Grade B500B by Dubai Central Laboratory Department (DCLD) For Diameter D8 ~ D40. **This product certification will enable Qatar Steel to supply reinforcement bars to the UAE.**

- Qatar Steel is delighted to announce that in 2023, Qatar Steel Laboratory received esteemed recognition from the Public Works Authority 'Ashghal'. This accolade underscores our team's steadfast dedication to upholding the highest standards of quality and excellence in laboratory testing. Qatar Steel Laboratory has been honored for its commitment to:

- Achieving the highest levels of accuracy and precision in all laboratory procedures.
- Leveraging advanced technology and methodologies.
- Cultivating a culture of continuous learning and professional development
- Providing outstanding customer service and support.

Qatar Steel's Impact: Continuous Improvement in Quality Assurance

As a member of the World Steel Association, Qatar Steel's Quality & Sustainability Department participated in the association's Sustainability Reporting Expert Group, Technology Committee, and LCA Expert group meetings regularly.

In November 2023, the Quality & Sustainability Department participated in the World Steel Association's Sustainability Reporting Expert group meeting held in Seoul, South Korea. The meeting was attended by representatives from different steel plants around the world. Qatar Steel shared our supply chain sustainability and biodiversity management practices with the members.

In December 2023, the Quality & Sustainability department attended the Breakthrough Technology conference in the UAE. The event showcased various emerging technologies essential for decarbonizing the steel industry. These innovations align with Qatar Steel's vision of producing sustainable steel and can be implemented to achieve this goal.

In addition to ensuring that we remain up to date with all product and sustainability certifications, Qatar Steel is also dedicated to ensuring that all employees comply with the relevant regulations and that all customer information is kept secure and confidential. In 2023, we are pleased to report that there were:

- No incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling.
- No incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship.
- No substantiated complaints received concerning breaches of customer privacy.
- No cases reported concerning leaks, thefts, or losses of customer data.

Product Traceability

At Qatar Steel, we make all sourcing information readily accessible so that customers can track the origin of all our product's components. For example, iron oxide pellets are procured from globally renowned pellet producers, and it is possible to trace their production history back to the palletisation plant. Likewise, all steel scrap is procured locally and can be traced up to the supplier or trader level.

In our commitment to ensuring transparency, we assign a unique charge number to each billet and rebar we produce along with a material test certificate is provided to the customer upon dispatch. A heat number available on the material test certificate can then be used to trace the production history of the product. If requested, Qatar Steel also provides clients with Material Safety Data Sheet (MSDS), which indicate how

to safely handle the products. In addition, in 2021 we began supplying rebars with a product tag featuring Static and Dynamic QR Codes. This complies with requirements set by CARES and contains a Qatar Quality Mark from Qatar General Organisation for Standardisation, which further strengthens our commitment to quality and traceability. In 2022, we extended this system to our Qatar Steel FZE facility.

These measures enable customers to confidently trace the origin and production history of our products, fostering transparency, trust, and compliance with industry standards. Further information about the sourcing of raw materials and the life cycle of products can be found in the sections concerning Responsible Sourcing and Material Consumption.

Product Safety

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

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

environment and living organisms is known to result from the mechanical destruction of the steel product itself. (Refer to Page 5 of the Environment Product Declaration [EPD report](#). The detailed Material Safety Data Sheets (MSDSs) of our products can be provided during the shipment of the product based on the customer's requirements, covering topics such as health effects, first aid measures, emergency response measures, conditions for safe handling and storage, physical and chemical properties of the products and disposal considerations, among others.

Customer Satisfaction

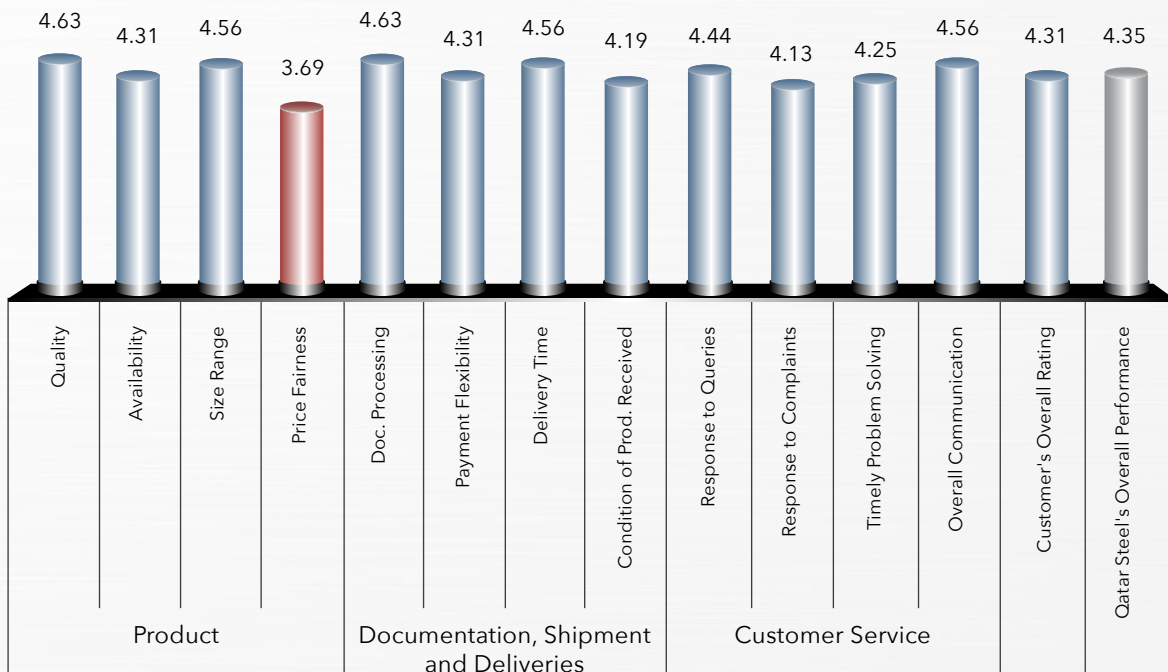
Qatar Steel Sales & Marketing department includes a dedicated Customer Relationship Management (CRM) section, whose responsibilities include efficiently resolving customer complaints, providing prompt responses to technical inquiries about all of Qatar Steel's products, conducting regular Customer Satisfaction Surveys across all markets, and keeping customers informed about the latest products and certifications offered by Qatar Steel. In addition, the CRM conducts regular visits to customers, including traders, consultants, contractors, and officials, to ensure their awareness of Qatar Steel products/services as well as satisfaction of those having business with Qatar Steel.

The CRM team leverages their interactions with stakeholders to identify opportunities for enhancing products and services, strengthening our competitive advantage. By consistently addressing customer concerns, maintaining open lines of communication, and staying updated on customer requirements, the CRM division plays a pivotal role in fostering positive relationships and enhancing customer satisfaction.

An essential milestone in our customer engagement strategy is our Annual Customer Satisfaction Survey. This survey assesses various dimensions, including product quality and timely response to queries, among others. The exceptional rating resulting from our 2023 Customer Satisfaction Survey is the result of our efforts to enhance delivery speed, order fulfilment, and the ratio of long-term to short-term orders.

The Quality & Sustainability department assists the Sales & Marketing department's CRM team in the resolution of customer complaints. We are proud of our complaint track record, having received zero complaints related to customer privacy over the last three years. This includes no complaints related to breaches of customer privacy as well as no identified loss, theft, or leaks of customer data.

In 2023, Qatar Steel received 26 customer complaints which were all successfully resolved following root cause analysis with corrective and preventive action. Overall customer rating on performance was 4.35 out of 5, with consistency in product quality scoring the highest rating in comparison to other attributes.



Note*: Performance Rating 1=Poor, 3=Average, 5=High

Innovation, Digitalisation, and Sustainable Solutions

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

Innovative Steel Products

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

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

Partnership for Innovation

Qatar Steel acknowledges the importance of fostering an innovative ecosystem in today's dynamic and unpredictable world. We believe that collaboration is key to driving innovation and achieving success. This commitment is reflected in our Sustainability Roadmap, which outlines our ambitious targets. These include signing at least 2 Memorandums of Understanding (MOUs) with leading Qatari universities for R&D projects, signing at least 1 MOU with a distinguished Qatari Research Centre, and obtaining at least one patent for innovation by 2026.



Digitalisation

In 2023, with guidance from our senior leadership team, the Quality & Sustainability department in coordination with the IT department implemented a Document Management System (DMS) deployed across Qatar Steel to archive all documentation (approximately 1.9 million pages were scanned and saved into the DMS) and digitise all workflows through an IT-based platform to become a paperless organisation.

In addition, a project was undertaken to develop the electronic work permit system, moving it to a paperless system to improve the time and effectiveness. The system was ready for testing in December 2023 for users to experience the digital version of issuing and executing work permits.

ACHIEVING A PROFITABLE GROWTH AND BUSINESS PORTFOLIO



We have established several comprehensive processes and procedures that assess the company's financial well-being and growth over time. This includes evaluating the financial aspects of operations, revenue generation, and profitability. From a sustainability context, we also assess how our economic value is distributed to stakeholders, through factors such as wages, and procurement of goods and services, amongst others.

Economic Performance 42
Operational Efficiency 44



Economic Performance

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

In 2023, Qatar Steel continued its positive trajectory, experiencing a 16% increase in net profit. This growth was primarily attributed to a QAR 610 million reversal of impairment, which had been recognised in a prior period.

We saw an increase of 6% on EVD, which is an indication of the financial value generated and distributed among stakeholders through purchases, wages, and more. This signifies the company's commitment to integrating sustainability and responsible business practices.

Consolidated Financial Performance	Unit	2021	2022	2023
Revenue	mQAR	3,886	4,262	4,264
Net Profit	mQAR	711	884	1,026
Net Profit % of Revenue	%	18	21	24
Total Capital Employed	mQAR	6,591	6,875	7,348
Return on Capital Employed	%	11	13	14
Shareholder's Funds	mQAR	6,295	6,575	7,002
Return on Shareholder's Funds	%	11	13	15
Retained Earnings	mQAR	5,757	6,041	6,467
Earnings Per Share	QAR	24	29	34
Dividend Paid % of Net Profit	%	84	68	58
Economic Value Distributed				
Operating Costs	mQAR	2,959	3,422	3,639
Employee Wages and Benefits	mQAR	370	426	455
Payments to Providers of Capital	mQAR	150	600	600
Payments to Government (by Country)	mQAR	0	0	0
Community Investments	QAR	0	35,000	100,000
Economic Value Distributed	mQAR	3,479	4,448	4,693
Economic Value Retained	mQAR	407	-186	-429

16% Increase of net profit in 2023

Taxes

Qatar Steel ensures full compliance with tax laws and regulations through its Finance Department. Taxation risks are included in Qatar Steel's Enterprise Risk Management Framework which is reviewed monthly by the Risk Management Committee. The Board of Directors holds responsibility for overseeing the companywide risk management framework. This entails the reporting of all risks, starting from the functional level, then progressing to the Risk Management Committee level, followed by the Board audit committee level, culminating in reporting to the Board of Directors. The Company's strategy incorporates compliance with all legislation including the evolving taxation legislation. Regular review is conducted by the Finance Department in consultation with tax consultants as appointed by the IQ Group to ensure compliance and incorporate taxation risk into the business and sustainable development strategies of the organisation.

Qatar Steel's risk register is re-evaluated on a regular basis. Any emerging risks identified are evaluated, documented, and controlled. As an example, although VAT is not applicable yet in Qatar, Qatar Steel had assessed VAT impact on the business and implemented measures to the extent possible, based on the current available guidelines and practices in the GCC, for the company to be prepared as and when VAT law is implemented in Qatar.

The tax calculations are done internally on a monthly basis and signed off by the Finance department. These are reviewed and audited

by external auditors on a semi-annual and annual basis. An external consultant is appointed by the IQ group to assist with compliance and submission of Qatar Steel's tax returns.

Qatar Steel complies with the applicable tax laws in the State of Qatar. Qatar Steel's financial statement is audited annually and approved by the general assembly.

Where needed, independent tax consultants are appointed to provide support in meeting Tax Authority (GTA) requirements. Any concerns about tax compliance are raised to the GTA after aligning with Industries Qatar, and QatarEnergy tax teams. Where required, Qatar Steel engages stakeholders to create awareness of tax laws and regulations and also ensures suppliers are aware of the tax laws and regulations that Qatar Steel has to comply in respect of Qatar Steel's contract with them. All concerns are discussed well ahead of time with our suppliers during the contract drafting stage. Qatar Steel communicates proactively with the GTA through its tax advisers, IQ, and QatarEnergy representatives for any clarifications or concern.

The Company's consolidated financial statements include subsidiaries and affiliates who are tax residents in Qatar, UAE, Bahrain, and Saudi Arabia.

Growth Strategy

Qatar Steel's growth strategy is focused on agility and flexibility, which are becoming more important as the global effects of climate change become more frequent and intense, resulting in disruption to supply chains. As a result, it has become imperative to improve planning through the increased use of digitalisation.

Moreover, we are currently devising a new marketing strategy for both the domestic and export markets. This strategy will take a fresh approach to customer relationship management, increasing our understanding of customer needs and preferences. Looking ahead, we are committed to customizing our products to better serve our customers'

needs. This approach will not only strengthen customer relationships but also open opportunities to explore and develop new markets.

At the same time, we recognise that domestic markets are currently oversupplied and moving forward we need to explore international markets. To do so we must develop a new value proposition which will allow us to explore international opportunities, particularly in Europe and other countries. By identifying potential target markets and conducting thorough market research, we can assess the feasibility and potential profitability of expanding our

sales efforts in these regions. Additionally, the alignment to the principles within the ResponsibleSteel methodology will further support this expansion.

Qatar Steel strives to stay up to date with all the latest developments in the industry and is constantly seeking out new opportunities for growth. As a result, the marketing team regularly participates in local, regional & international events & conferences. In 2023 we participated in the following events/conference.

- Steel Orbis IREPAS
- Fast Market Middle East Iron & Steel Conference
- Metal Expect MENA Billet Conference.
- Saudi Build Exhibition
- Kallanish Asian Steel Market Conference

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

Operational Efficiency

Operational efficiency is fundamental to the success and sustainability of modern businesses. At Qatar Steel, we strive to ensure operational efficiency by focusing on three key factors: plant modifications to increase efficiency, optimisation of maintenance management, and integration of health, safety, and environmental safeguard measures.

To increase overall efficiency, we regularly implement strategic plant modifications that aim to enhance our production processes while also minimising waste. Moreover, optimising maintenance management practices ensures that our equipment remains reliable which not only reduces downtime but also extends

the lifespan of our assets. Finally, our health, safety, and environmental safeguard measures protect our employees and the environment while mitigating potential risks and liabilities. In 2023, Qatar Steel implemented several improvements and achieved several key milestones in our plants including:

Iron Making (Direct Reduction -2):

- Procured CDRI stockpile measurement Equipment using LIDAR technology for accurate measurements and to reduce the possibility of CDRI/HBI Physical stock taking errors.
- DR2 plant operated for 336.39 days in the year (28.61 days of shutdown).
- HOT Natural Gas addition to the furnace lower cone to improve the carbon in DRI.
- Modifications in HBI system to improve the HBI operation.
- Back up natural gas line provision for the reformer auxiliary burners to minimise cold shutdowns.

Steel Making:

- 70m³ big basket project received and commissioned successfully and introduced in normal operation from 18th August 2023.
- Auto slag door project installed, and it is under evaluation Performance Guarantee Test.
- New record of daily production of 4038 ton/day on 15th April 2023
- New record of monthly productivity of 105957 tons/month during December 2023.
- New record of EF shell refractory of 1,204 heats in September 2023.

Rolling Mill:

- Awarded the 1st prize in the Qatar Steel HSE Safety Award.
- New daily production record made on 15.03.23 by producing 3467 Tons against the previous record of 3451 T made on 11.11.22.
- New size wise daily production records established in D12mm, D14mm, D16mm, D18mm, D20mm, D25mm and D32mm.
- A total of ten new size records achieved during 2023.
- Using innovative in-house modification techniques to convert 420-mm scraped cast rolls into 360-mm cast rolls, achieving standard new life performance.

Lime Calcination Plant & Briquetting Plant:

- The plant automation system was successfully upgraded to the latest version available.
- A permanent working access platform was provided for improving the safety in the plant and optimising scaffolding cost.

Events Attended:



Direct Reduction

Attended MIDREX 2023 seminar.



Steel Making

Sent delegates to the METEK Germany 2023 event, which is the largest iron and steel conference in Europe and the largest trade fair in steel plants and metallurgy.



Rolling Mill

Served as a representative of the Rolling Mill Department at the NASCC-The Steel Conference 2023 in Charlotte, USA and at the EuroSteel Conference in the Netherlands.

Qatar Steel's Impact: Direct Reduction - 2 continues successful operation

At Qatar Steel, we take a holistic approach to our plant operations, combining operational excellence with a commitment to continuous improvement. Our DR-2 plant is at the forefront of our operational excellence, continuing to meet both external and internal production and quality requirements as well as strengthening operational improvements.

The implementation of new Leak Detection and Repair (LDAR) technology for stockpile checking marks a significant advancement in managing CDRI and HBI piles efficiently. This cutting-edge technology enables rapid and precise stock tracking, enhancing the overall efficiency of the stock management system. By providing more accurate data on stock levels, LDAR technology helps mitigate the risks of overstocking or understocking products, ensuring a more streamlined and effective inventory management process.

ENSURING A SAFE AND HEALTHY WORK ENVIRONMENT



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

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



Occupational Health and Safety 48
Emergency Response Preparedness 57



Occupational Health and Safety

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

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

Qatar Steel has implemented an expansive and well-developed safety governance structure that ensures efficient communication from top to bottom. This structure facilitates a seamless flow of messages, concerns, and progress reports, enabling informed decision-making. Furthermore, the organisation utilises

key performance indicators (KPIs) and dashboards to measure health and safety performance, contributing significantly to the overall management of the topic, ensuring compliance, and identifying areas for improvement.

In October 2023, Qatar Steel Medical Services observed the World Mental Health Day which focused on the theme of Mental Health is a Universal Human Right. This involved a campaign across Qatar Steel to raise awareness including an interactive awareness session with a video for non-Arabic attendees and a lecture by an eminent external faculty in Arabic. The session was attended by many employees and was also shared live through the Microsoft Teams platform for those who were unable to attend.

Health and Safety Management System

We have a Health, Safety, and Environment Management System (HSEMS) in place which conforms to the ISO 45001:2018 and ISO 14001:2015 standards. The HSEMS applies to all employees and workers who carry out activities on our premises and is internally and externally audited.

Within the HSEMS, we have developed a comprehensive set of 68 Health and Safety (H&S) procedures that effectively address a wide range of standard requirements.

These procedures have been diligently implemented to guarantee the practice of safe work methods throughout our operations.

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

works, safe lifting, and working at heights, among others.

To foster ongoing enhancements in our management system, we actively engage every employee and contractor, valuing their input and ideas. We strive to include as many perspectives as possible, recognising that each individual's unique insights can contribute to the continuous improvement of our organisation. By encouraging open communication and creating a culture that values feedback, we promote a collaborative environment where everyone feels empowered to share their thoughts. We also regularly conduct safety walks around the plant and surrounding premises. Not only does this enable management to see if the health and safety programme is effective in identifying and eliminating hazards but also demonstrates to our employees that we are committed to ensuring their safety, thus strengthening the relationship between management and employees. Qatar Steel provides several channels to facilitate dialogue between

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

In 2023, Qatar Steel attended several conferences and events related to HSE:

- ISO 14001:2015 & ISO 45001:2018 Surveillance audit completed for the year 2023.
- Conducted HSE Day for the Year 2023.
- Attended Process Safety Management Conference with QatarEnergy.
- Attended QatarEnergy Functional Safety Committee Meetings, QatarEnergy Road Safety Meetings, QatarEnergy PSM / QRA Committee Meetings.

“100% of employees and contractors covered by the H&S management system”

Process Safety Management

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

Originally established by the federal Occupational Safety and Health Administration (OSHA) in the USA, the PSM regulation serves as a preventive measure to assist companies in avoiding mishandling or release of Highly Hazardous Chemicals (HHCs). It encompasses various requirements related to the handling, usage, movement, storage, and manufacturing

of these harmful substances. Compliance with PSM involves adherence to 14 rules and practices, including Process Safety Information, Process Hazard Analysis, Operating Procedures, Employee Participation, Process Safety Management Training, and more.

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

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

Occupational Health

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

The Centre also covers primary health care and emergency medicine, with a dedicated medical services team comprising doctors, nurses, pharmacists, lab technicians, and paramedics. These professionals undertake preventative measures, conduct health awareness campaigns, and administer annual medical surveys. Additionally, they provide non-occupational medical and healthcare services to our employees.

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

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

Our medical services team conducts an annual Occupational Hygiene survey to monitor workers' exposure levels to various elements and minimise the risk of occupational hazards.

Enhancements to our existing health and safety procedures and tools are also underway. These include the procurement and installation of a new HSE Performance Statistics board, which displays updated HSE statistics such as live temperature readings. Furthermore, a Heat Stress Monitoring Station has been installed atop the HSE Building to provide the heat index data, enabling supervisors to adhere to the necessary requirements and safeguard employee well-being.

In 2023, Qatar Steel introduced a new mobile application for Medical Services. This application is a part of our digital transformation strategy and has been designed to revolutionise the way we deliver healthcare to our employees. Some of the key features of this application include:

- Access to health records
- Viewing and tracking vitals
- Viewing prescribed medication
- Managing sick leave
- Medical history declaration
- Managing vaccination information
- View health promotion and activities submission

The application will provide employees with instant access to a range of features that will support their healthcare journey, making it easier to access the services they require. As part of our health promotion initiatives, our dedicated Medical Services staff has implemented a health reward system. In addition, more than 38 campaigns were conducted by the medical services team to raise awareness regarding health promotions, e.g. World Hypertension Day 2023, World Heart Day 2023, World Mental Health Day 2023, World Diabetes Day 2023, Breast Cancer Awareness Month, etc.



Health and Safety Performance

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

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

In the event of an incident occurring, Qatar Steel has developed a classification system based on the actual and potential severity of the incident, ranging from S1 to S5, S1 being the lowest severity. Incidents categorised as S3, and above incidents are assigned to the HSE Manager for analysis and selection of a Team Leader. The Team Leader will assign investigation team members who are subject matter experts and they will conduct a full

investigation using the WHY Tree Analysis methodology to determine the root cause and thereafter identify corrective actions. This analytical approach helped identify the root causes and contributing factors behind each incident, allowing us to implement targeted corrective actions and preventive measures. During 2023, we experienced some incidents involving employees and contractors, primarily related to falling from height, hand injuries, and being caught in between objects. To thoroughly investigate these incidents, a comprehensive analysis was conducted using this Why Tree methodology. The determination of enhanced control measures are based on hierarchy of controls, and, and in cases where the risk of injuries remained high despite these measures, additional personal protective equipment (PPE) was adopted.

To help monitor health and safety performance, Qatar Steel procured & installed a new HSE Performance Statistics New Board. This board will indicate leading and lagging indicators and help remind employees of health and safety issues that need to be aware of. Qatar Steel has also established targets to minimise its Total Recordable Injury Frequency Rate (TRIFR) and Lost Time Injury Frequency Rate (LTIFR). These metrics are calculated based on 1 million manhours for both our employees and contractors.

In 2023, there was an increase in the LTIFR and TRIFR due to the increased number of reportable injuries mostly due to behavioral safety related issues. In 2024, Qatar Steel is planning to provide more focus on Behaviour Safety Training to all employees. Moreover, Qatar Steel is implementing pre-task risk assessments to enhance communication effectiveness and bolster safety measures.

Occupational Health and Safety	Unit	2021	2022	2023
HS performance				
Number of total recordable injuries (TRIR) (employees and contractors)	#	5	5	6
Total recordable injury rate (TRIR) (employees and contractors)	-	0.18 ¹	0.18 ¹	0.20
Total recordable injury frequency rate (TRIFR) (employees and contractors) - World Steel Frequency Rate	-	4.02	3.66	4.73
Lost Time Injury Frequency Rate (LTIFR) (employees and contractors)	-	0.40	0.37	0.51
Lost Time Injury Frequency Rate (LTIFR) (employees and contractors) - World Steel Frequency Rate	-	0.85	0.65	0.76
HS performance, employees				
Total work hours	Hours	2,269,703	2,293,527	2,314,187
Lost Time Injuries	#	1	2	1
Lost Time Injury Frequency Rate (LTIFR)	-	0.44	0.87	0.43
Reportable Injuries	#	1	2	3
Reportable Cases (TRC) frequency rate ²	#	1.32	0.87	1.30
Minor Injuries Reported	#	2	1	1
Near Missed Reported	#	17	12	16
Number of fatalities as a result of work-related injury	#	0	0	0
Rate of fatalities as a result of work-related injury	#	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	#	1	2	1

Occupational Health and Safety	Unit	2021	2022	2023
Rate of high-consequence work-related injuries (excluding fatalities)	#	0.44	0.87	0.43
Number of recordable work-related injuries	#	1	2	3
Rate of recordable work-related injuries	#	1.32	0.87	1.30
Number of fatalities as a result of work-related ill health	#	0	0	0
Number of cases of recordable work-related ill health	#	0	0	0
HS performance, contractors				
Total work hours	Hours	2,757,025	3,162,839	3,662,362
Lost Time Injuries	#	1	0	2
Lost Time Injury Frequency Rate (LTIR)	-	0.36	0	0.55
Reportable Injuries	#	2 ¹	3 ¹	3
Reportable Cases (TRC) frequency rate ²	#	0.73 ¹	0.95 ¹	0.82
Minor Injuries Reported	#	4	5	3
Near Missed Reported	#	0	0	4
Number of fatalities as a result of work-related injury	#	0	0	0
Rate of fatalities as a result of work-related injury	#	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	#	2 ¹	3	3
Rate of high-consequence work-related injuries (excluding fatalities)	#	0.73 ¹	0.95 ¹	0.82
Number of recordable work-related injuries	#	2 ¹	3	3
Rate of recordable work-related injuries	#	0.73 ¹	0.95 ¹	0.82
Number of fatalities as a result of work-related ill health	#	0	0	0
Number of cases of recordable work-related ill health	#	0	0	0
Occupational Health, employees				
Absence due to sickness	%	1.14	1.50	1.39

Occupational Health and Safety	Unit	2021	2022	2023
Health and Safety Management System*				
Number of all employees and workers (non-employees) who are covered by such a system	#	1,994	2,268	2,590
% of all employees and workers (non-employees) who are covered by such a system	%	100	100	100
Number of all employees and workers (non-employees) who are covered by such a system and has been internally audited	#	1,994	2,268	2,590
% of all employees and workers (non-employees) who are covered by such a system and has been internally audited	%	100	100	100
Number of all employees and workers (non-employees) who are covered by such a system and has been audited or certified by an external party	#	1,994	2,268	2,590
% of all employees and workers (non-employees) who are covered by such a system and has been audited or certified by an external party	%	100	100	100
Notes:				
¹ Data was restated due to clerical error.				
² Calculated over a 12-month rolling average.				
For this table, the full-time employees and contract employees are calculated as the average number of employees and contractors working for Qatar Steel over the year.				

Health and Safety Training

At Qatar Steel, we support the health and safety of our employees by providing comprehensive training programs. These trainings are designed to enhance their technical competence and raise awareness about potential workplace hazards, enabling them to effectively mitigate risks.

Throughout 2023, we offered various training sessions, including Basic Fire Fighting, Behaviour Based Safety Awareness, Chemicals and Hazardous Materials handling, HIRA, PTW and LOTO Refresher, Working at Heights, and Confined Space

Entry. These trainings are conveniently accessible through our HSE eLearning Platform, ensuring widespread availability and easy access for all employees.

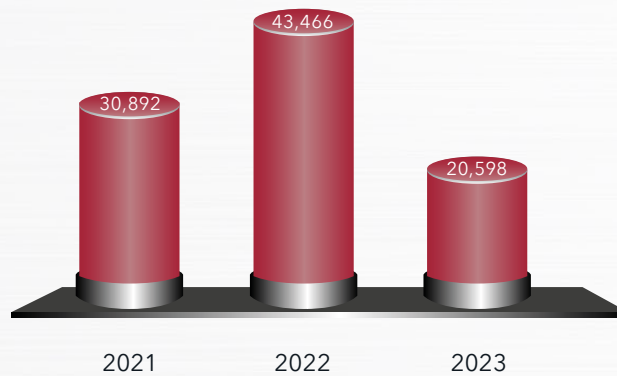
The training modules on our platform cover two important aspects. The "Employee Participation in HSE and Related Incentives" module aims to educate employees on the significance of their participation in HSE activities. It also highlights the different types of HSE recognitions and incentives, encouraging staff engagement and involvement in safety processes.

The "Awareness on HSE Training Courses" module focuses on increasing employees' knowledge about the various HSE training courses offered by our organisation. It helps them prioritise their training needs based on a sample hazard analysis of operational departments.

In 2023, an Electrical Safety module was introduced to address the elimination, removal, and prevention of electrical hazards in both plant and office environments.

At Qatar Steel, we recognise Health and Safety Training as being of paramount importance to achieve our goal of becoming a Zero-harm culture and performance organisation and we have therefore established a target to increase our Health and Safety training hours to 33,826 by 2026. In 2023, an overall decrease of 40% took place, which is primarily attributed to challenges in securing third-party training providers at the beginning of the year.

Employee Health and Safety Training, Hours



Health and Safety Training ¹	Unit	2021	2022	2023
Employee training hours	Hours	30,892	43,466	20,598
Average hours of training per employee	Hours / employee	29.17	38.30	18.18
Contractor training	Hours	9,185	9,408	11,382
Average hours of training per contractor	Hours / contractor	10.15	8.89	8.95
Total hours of training	Hours	40,077	52,874	31,980
Notes: ¹ Figures restated due to recalculation				

Emergency Response Preparedness

At Qatar Steel, we take emergency preparedness very seriously and as a result, have several dedicated measures and protocols in place to address any emergencies that arise.

The Fire Section offers a comprehensive set of emergency services that use a diverse range of firefighting and fire prevention techniques. The section is responsible for organising regular training exercises and conducting mock fire drills, rescue and evacuation drills, and emergency first aid training, all part of a proactive approach to ensure preparedness. They also perform routine inspections, testing, and maintenance to ensure the proper operation of firefighting equipment, including extinguishers, breathing apparatus, and fire vehicles/appliances. Additionally, the team monitors the fire alarm and firefighting systems to promptly identify and address any faults or issues that may arise. A new firefighting project has been initiated for the hydraulic rooms, cable cellars/tunnels and central warehouse rack protection, and the contract has been awarded to M/s GETP for its execution.

As part of our comprehensive emergency response plans, we have dedicated measures and protocols specifically designed to address security crises. A robust Security Management Plan has been established and communicated to our security supervisors and guards through an informative awareness session. This session outlined their respective roles and

responsibilities in accordance with the plan, including continuous monitoring of CCTV for the entire boundaries of Qatar Steel Premises and Port Operation (Jetty). Moreover, a Security Access Control project is under the analysis stage.

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

CREATING A BALANCED ECOSYSTEM



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

Environmental Risk Management	60
Energy (efficiency, intensity, and renewables).....	61
Air Emissions (GHG and others).....	62
Waste Management	66
Materials and Circular Economy.....	68
Water and Effluents	72
Biodiversity	74



Environmental Risk Management

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

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

Environmental Risk Assessment

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

Once identified, each environmental risk undergoes a meticulous analysis to determine suitable mitigation actions. Our aim is to reduce the likelihood of the risk occurring or minimise its impact if it does

cover topics such as air emissions, noise levels, ambient air quality, hazardous waste management, groundwater quality, by-products management, and the use of recycled materials within our operational area. All reports and records are carefully reviewed and monitored to ensure compliance. Should any deviations from the CTO conditions be identified, strict mitigation measures and recommended controls are implemented. In 2022, we successfully secured CTO permits for the graphite electro coating workshop and fuel station. These permits are valid until 2025.

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

manifest. Our primary emphasis is on tackling critical environmental and climate change-related risks. These efforts encompass preventing potential spills, ensuring proper management of hazardous waste, complying with CTO conditions, mitigating risks associated with Greenhouse Gas (GHG) emissions, and effectively managing by-products to minimise associated risks.

Proactively addressing these risks is vital to preventing adverse environmental impacts and ensuring the long-term sustainability of our operations. Our mitigation actions, for example, prioritise preventive measures such as conducting regular inspections and maintenance activities, and providing comprehensive training to our employees

and relevant stakeholders. We also invest in state-of-the-art technologies and infrastructure that adhere to stringent environmental standards.

The Environmental Committee

The Environment Committee (ECO) develops strategies, programmes, and projects that assist the organisation in meeting our requirements in the field of environment and climate change. For example, in 2023 the Warehouse with support from the facility developed a grass lawn around the New Oil and Lubricants store. The purpose of this lawn is to trap the blowing dust and reduce soil erosion.

The ECO is responsible for sharing information on recent developments in all areas of the environment covering both

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

policy and technical aspects. We regularly submit a quarterly environmental report to the MoECC. There were no concerns received from MoECC in 2023.

Qatar Steel's Environment Committee is also responsible for overseeing our involvement in the Climate Action data collection programme, providing the required data on an annual basis. In 2023, Qatar Steel ECO participated in Environmental Sustainability Workshop organised by QatarEnergy.

Energy (efficiency, intensity, and renewables)

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

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

Energy Intensity (GJ/ton of crude steel) in 2023 was 21.12 against the target of 13.5 GJ/T as the natural gas consumption in DR-2 increased in 2023. 5% increase in energy consumption was due to a rise in the production levels. However, the energy

intensity witnessed a small reduction in 2023 compared to 2022. Renewable energy used in 2023 is zero.

The energy consumption calculation takes into account both direct and indirect energy. In direct energy consumption, diesel, gasoline, and natural gas consumption are included and in indirect energy, total electricity consumption is included.

In the Sustainability Road Map 2022 - 2026, utilisation of solar energy has been considered and it is under discussion internally with the Qatar Steel management.

Energy	Unit	2021	2022	2023
Direct Energy Consumption (fuel)	GJ	10,464,591	19,595,479	20,580,243
Indirect Energy Consumption (electricity)	GJ	2,770,400	3,440,315	3,632,055
Total Energy Consumption	GJ	13,234,991	23,035,794	24,212,298
Energy Intensity - Crude	GJ/ tonne of crude steel produced	13.21	21.29	21.12
Energy Intensity - Molten	GJ/ tonne of molten steel produced	13.11	21.13	20.96

Air emissions (GHG and others)

At Qatar Steel, we are committed to reducing our air emissions, and particularly our GHG emissions, as outlined in our sustainability roadmap. A crucial initial phase towards effective GHG management entails precise identification, measurement, and monitoring of our emissions.

GHG Emissions

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

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

Scope 1 emissions encompass direct emissions resulting from fuel combustion and from emissions and leakages that take place in our processes. Emissions due to combustion of natural gas and flared gas are calculated using emission factors derived from the gas characteristics which we periodically analyse. The gasses included in the calculations are CO₂, CH₄, and N₂O from natural gas combustion, as well as materials and process emissions. Scope 2 emissions cover indirect emissions arising from the generation of consumed electricity. These emissions are calculated using emission factors provided by QatarEnergy for the electricity imported from the grid.

To ensure the credibility of our GHG report and verification, QatarEnergy has entrusted SGS UK as the third-party verifier. We are pleased to announce that Qatar Steel successfully completed the verification process of 2023 data by an external verifier and obtained the [Scope 1 and Scope 2 verification statement](#).

Furthermore, Qatar Steel participates in the worldsteel CO₂ emissions data collection programme, submitting CO₂ emission monitoring data annually. In 2023, we received a recognition for our 15-year participation in the "Worldsteel Climate Action Data Collection Programme" as a climate action data provider.

The average GHG emissions from Scope 1 and Scope 2 in 2023 were around ~1.34 tons CO₂eq/ ton of crude steel produced which is below the world average of 1.91 tons CO₂eq/ ton of crude steel produced⁶ which includes

different steel making routes combined such as BF-BOF, DRI-EAF and Scrap-EAF. Even when comparing our intensity to the global average for DRI-EAF route which is equal to 1.37 tons CO₂eq/ ton of crude steel produced⁶, Qatar Steel's value is still lower. (according to the World Steel Association Report - 2023 report).

This notable increase can be attributed to the rise in production levels, primarily at the energy-intensive DR2 facility, which heavily relies on natural gas combustion.

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

⁶ [worldsteel sustainability indicators](#)

GHG Emissions	Unit	2021	2022	2023
Scope 1 emissions	Tonnes CO ₂ eq	591,301	983,183	1,053,159
Scope 2 emissions	Tonnes CO ₂ eq	367,102	463,869	481,046
Total GHG emissions	Tonnes CO ₂ eq	958,403	1,447,052	1,534,205
GHG intensity - Crude	Tonnes CO ₂ eq/ tonne of crude steel produced	0.96	1.34	1.34
GHG intensity - Molten	Tonnes CO ₂ eq/ tonne of molten steel produced	0.95	1.33	1.33

Currently, we are actively evaluating the impact of transportation resulting from our production, including both procurement of raw materials and shipping of finished products. To do so, we analyse the percentage of transport taken place via sea or road,

while also evaluating our environmental footprint in terms of kilometres per tonne of material. The data is verified by third party auditor CARES on annual basis to issue [EPD certificate for rebar](#).

Transport Impact Assessment Raw Materials	Unit	2021	2022	2023
% of km travelled on road	%	3.49	2.49	0.76
% of km travelled by sea	%	96.51	97.51	99.24
Overall distance travelled by tonne of raw material	km/tonne	0.15	0.16	0.05

Transport Impact Assessment Sold Product	Unit	2021	2022 ¹	2023
% of km travelled on road	%	90.21	92.29	91.89
% of km travelled by sea	%	9.79	7.71	8.11
Overall distance travelled by tonne of Sold Product	km/tonne	1.18	0.70	0.68

Notes:

¹ Figures restated due to recalculation.

Qatar Steel conducted pre-feasibility studies focused on exploring and evaluating various initiatives aimed at reducing its Scope 1 carbon emissions.

In 2023, Qatar Steel collaborated with QatarEnergy to complete the CBAM model for calculating Specific Embedded Emissions (SEE) in accordance with CBAM requirements which will give an opportunity to export QS products in European market.

Currently, Qatar Steel is actively engaged in formulating the Monitoring Methodology Documentation (MMD) to meet the specifications outlined by CBAM. Qatar Steel also participated in Environmental Sustainability workshop organised by QatarEnergy in 2023.

Methane management

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

losses. Methane emissions and leak detection and repair (LDAR) findings provide valuable insights into the emission reduction achieved through equipment repairs and allows us to

map new losses. The increased detection value of fugitive emissions in 2023 compared to the first period of implementation of LDAR, highlights the efficiency of the programme. Every year Qatar Steel conducts LDAR surveys, initiated by a third-party, to monitor components for leaks and repair detected leaks within a specified time frame. The last survey was performed in February 2024. This monitoring extends to all potentially leaking equipment, including valves, pumps,

flanges, and connectors and is followed by a maintenance campaign aiming at reducing or eliminating such losses.

The final maintenance survey report, which includes methane emissions and LDAR findings, provides valuable insights into the emission reduction achieved through equipment repairs and mapping of new sources of leaks.

Methane Management	Unit	2021	2022	2023
Methane Fugitive Emissions	Tonnes	1.9	3.6	10.16

Other Air Emissions

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

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

In 2023, Qatar Steel witnessed an increase in PM emissions due to increased production levels. Notably, NO_x emissions have surged by 52%. Despite this, the company has successfully reduced SO₂ emissions by more than 50%. However, the company successfully managed to reduce SO₂ emissions by more than 50%.

Air Emissions	Unit	2021	2022	2023
SO ₂	Tonnes	97	78	39
NO _x	Tonnes	460	464	705
PM	Tonnes	206	169	208

Waste Management

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

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

A quarterly report summarising all non-hazardous waste shipments is submitted to MoECC. Hazardous waste is temporarily stored in an approved facility and is disposed of locally through third-party contractors

under disposal contracts. The waste contractor submits disposal certifications to verify adherence to waste management protocols. Contractor selection is based on strict technical evaluation criteria, and regular performance reviews are conducted. Periodic visits to waste disposal facilities are conducted to assess compliance and ensure proper handling of waste.

Additionally, the Facilities Department has made continuous efforts in the management of non-hazardous waste. We have implemented waste segregation practices starting from the point of generation. Recyclable waste is diverted to appropriate recyclers using designated containers distinguished by colour codes.

Waste Management ^{1,2}	Unit	2021	2022	2023
Total waste generated	Tonnes	1,147	1,273	1,465
Hazardous waste directed to disposal	Tonnes	2.14	0.13	1.45
Non-hazardous waste directed to disposal	Tonnes	736	834	948
Total waste directed to disposal	Tonnes	738	834	949
Hazardous waste diverted from disposal	Tonnes	71	82	112
Non-hazardous waste diverted from disposal	Tonnes	337	356	404
Total waste diverted from disposal	Tonnes	409	439	516
Total waste recycled	%	36	34	35

Notes:

¹ The waste streams listed in this table do not include by-products.

² The waste managed during the reporting year is equal to the waste generated during the reporting year and the waste carried over from the previous year, minus the waste carried over to the following year.

In 2024, Qatar Steel plans to strengthen the management of solid waste in terms of better segregation, collection, and disposal.

Please find below further details on the waste generated:

Waste Type	Waste Generated	Unit	2021	2022	2023
Hazardous Waste	Disposed Oily Sludge & Grease	Tonnes	66	10	27.42
	Medical Waste	Tonnes	0.14	0.13	0.14
	Silica gel	Tonnes	2	0	0
	Battery Acids, Paints, Expired Chemicals, Thinner	Tonnes	0	0	0
	Batteries	Tonnes	0	0	23.50
	Neutralised Chemicals	Tonnes	0	0	1.30
	Electronic Waste including ink cartridge	Tonnes	5.87	4.48	13.03
	Used Oil	Tonnes	0	67	46.67
Non-hazardous Waste	Used Oil Filters	Tonnes	0	0.67	1.00
	Wood	Tonnes	548	645	668.31
	Domestic Waste	Tonnes	264	269	272.14
	General Waste	Tonnes	188	189	279.40
	Plastic	Tonnes	68	84	119.91
	Paper	Tonnes	5	3	12.16
Total waste generated during the year		Tonnes	1,147	1,273	1,465
Total hazardous waste generated during the year		Tonnes	74	83	113
Total non-hazardous waste generated during the year		Tonnes	1,073	1,190	1,352

Waste Type	Unit	2021	2022	2023	Disposal Method, 2023	
Waste Diverted from Disposal						
Hazardous Waste	Disposed Oily Sludge & Grease	Tonnes	66	10	27	Disposed through third party contractor
	Electronic Waste including ink cartridge	Tonnes	5.87	4.48	13	Disposed through third party approved contractor for recycling.
	Used Oil	Tonnes	0	67	47	Disposed through third party approved contractor for recycling.
	Used Oil Filters	Tonnes	0	0.67	1	Disposed through third party approved contractor for recycling.
	Batteries	Tonnes	0	0	24	Disposed through third party contractor for recycling.
Non-hazardous Waste	Domestic Waste	Tonnes	264	269	272	Disposed through third party contractor for recycling.
	Plastic	Tonnes	68	84	112	Disposed through third party contractor for recycling.
	Paper	Tonnes	5	3	12	Disposed through third party contractor for recycling.
Waste Directed to Disposal						
Hazardous Waste	Medical Waste	Tonnes	0.14	0.13	0.15	Incineration
	Silica gel	Tonnes	2	0	0	-
	Neutralised Chemicals	Tonnes	0	0	1.3	Incineration
Non-hazardous Waste	General Waste	Tonnes	188	189	279	Landfilling
	Wood	Tonnes	548	645	668	Landfilling

Materials and Circular Economy

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

Using Recycled Raw Materials in Steel Making

Scrap is our primary raw material for recycling, obtained both from local suppliers and generated internally during our processes. Additionally, we recycle other materials such as MgO-C bricks and reduced briquettes (RBQ) from our operations. Despite our continuous efforts to increase the amount of materials recycled materials, the percentage of scrap and the overall proportion of recycled materials used in our processes decreased in 2023. This decline in scrap

recycling can be attributed to a reduced availability of local scrap compared to previous years. To prevent similar situations in the future, we are committed to conducting research to identify new suppliers beyond our local network. After restarting of cold briquetting plant, in 2023 we consumed around 22,000 tons of DRI fines and DRI dust to produce reduced briquettes. These briquettes were then consumed in EAF to produce molten steel.

Recycled Raw Materials used for Steel Making	Unit	2021	2022	2023
Total raw materials to the process ¹	Tonnes	1,185,516	1,294,368	1,374,999
Scrap used in the process	Tonnes	370,990	308,010	280,519
% of scrap in metallic charge weight ²	%	33	25	22
Total Recycled Input Materials ³	Tonnes	376,654	312,243	302,379
% of Recycled Input Materials ³	%	32	24	22

Notes:

¹ Total raw materials used for steel making includes Scrap, DRI/HBI, Ferroalloys, Carburiser, RBQ, Carbon Injection Material, Lime, Dololime, Lump Coke.

² Metallic charge includes DRI, HBI, HBI Chips/Fines, DRI Fines, RBQ and Scrap.

³ Total Recycled Materials include Scrap, RBQ, MgO-C bricks.

By-products Management

As part of our Sustainability Roadmap, Qatar Steel aims to reduce and manage the waste and by-products generated within its operations. Qatar Steel's focus is to recycle the by-products either internally or through approved third-party contractors. In 2023, there was a nearly 300% increase in waste

recycled (diverted from disposal). This substantial rise was primarily attributed to a significant increase in by-product recycling, driven by a higher percentage of EAF slag being diverted from disposal and processed for construction application.

Recycled by-products (internally and/or externally)	Unit	2021	2022	2023
EF Slag	Tonnes	71.35	306,246	1,439,881
EF Slag ¹	%	0.1	233	972
Other by products recycled	Tonnes	108,8322	408,713	1,413,012
Other by products recycled ¹	%	72	164	577
Total recycled by-products	Tonnes	108,9032	714,959	2,852,894
Total recycled by-products ¹	%	43	188	726

Notes:

¹ Percentages are calculated as the amount of material recycled during the year, over the amount of the same material generated during the year. Percentages higher than 100 indicate that the by-product recycled was not only produced in the reporting year, but also in previous years.

² Restated due to clerical errors.

Our focus has been on identifying potential avenues for reusing and recycling steel by-products aligning with the World Steel Net-Zero Methodology Pathway. As a result, we have identified several opportunities. Firstly, we successfully commissioned our by-products briquetting plant, which restarted its operations in 2023. Additionally, we have

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

Further details on by-products generated:

By-products Generated	Unit	2021	2022	2023
Oxide Fines	Tonnes	29,894	78,524	78,057
Mill Scale	Tonnes	10,250	9,690	10,252
DR Slurry + Classifier dust	Tonnes	7,297	15,742	21,907
DR Fines / HBI Fines	Tonnes	10,165	24,103	19,039
DR dust	Tonnes	7,486	18,719	15,976
EAF Dust	Tonnes	21,300	21,978	16,173
Alloy dust	Tonnes	497	748	286
EF Slag	Tonnes	99,714	131,422	148,137
Collected dust	Tonnes	20,840	26,759	28,237
Undersize Limestone	Tonnes	3,303	6,030	5,122
Undersize dolostone	Tonnes	2,465	5,008	11,312
Lime fines - pulverised lime	Tonnes	1,175	515	329
Hydrated Lime	Tonnes	0	0	0
Dololime fines	Tonnes	526	764	1,294
Return Scrap + Slag Separated Material	Tonnes	36,738	40,156	36,694
Bricks / Refractories / Roof / Tundish	Tonnes	47	93	16

By-products recycled/sold	Unit	2021	2022	2023	Method of Disposal 2023
Oxide Fines	Tonnes	17,820	45,686	105,515	Sold to External Customers
Mill Scale	Tonnes	8,085	8,800	7,338	Sold to External Customers
DR Slurry + Classifier dust	Tonnes	9,500	0	21,990	Dispatched to local cement company
DR Fines / HBI Fines	Tonnes	3,745	23	10,475	Recycled in cold briquetting plant to produce briquettes
DR dust	Tonnes	0	20	11,171	Recycled in cold briquetting plant to produce briquettes
EAF Dust	Tonnes	0	19,218	48,572	Recycled in neighbouring cement manufacturing company for cement clinker production.
EF Slag	Tonnes	71	306,246	1,439,882	Processed to aggregates for construction application.
Collected dust	Tonnes	0	271,371	1,153,111	Recycled through a third party
Undersize Limestone	Tonnes	1,643	8,686	3,759	Sold to external customers + Recycled internally 1,666 Tons Sold 2,093 Tons Recycled internally
Undersize dolostone	Tonnes	13,727	9,607	3,775	Recycled internally for land filling/ yard.
Lime fines - pulverised lime	Tonnes	3,232	0.0	441	Recycled Internally
Dololime fines	Tonnes	1,398	438	473	Sold to External Customer
Hydrated Lime	Tonnes	0	0	2,037	From the old stock, sold to external customer
Return Scrap + Slag Separated Material	Tonnes	46,379	40,632	44,355	Recycled at EAF
Bricks / Refractories / Roof / Tundish	Tonnes	3,303	4,233	0	-

Material Efficiency

At Qatar Steel, we have implemented KPIs that holds great importance for our production process. This KPI is determined by calculating the ratio between the raw materials utilised in the process and the quantity of semi-finished

products produced. Our material efficiency has remained relatively stable over the past three years, showing little variation.

Material Efficiency	Unit	2021	2022	2023
Material Efficiency	%	84.50	83.59	83.38
Notes: The raw materials included in the calculation are scrap, DRI/HBI, ferroalloys, carburiser, Reduced Briquettes, carbon injection material, lime dolomite, and lump coke. The semi-finished products include billet, bloom, and slab.				

Water and Effluents

In our commitment to operating responsibly within a water-scarce region, Qatar Steel prioritises reducing water consumption for the benefit of our operations, the community, and the environment. Qatar Steel uses water in the form of freshwater, seawater, and recycled water in its operations, mainly as a cooling agent in addition of process requirement. Qatar Steel's water management approach focuses on three objectives:

- Decrease freshwater consumption,
- Reduce wastewater discharge to sea.
- Increase the recycling rate of processed wastewater.

It is essential to note that our company relies solely on seawater as our primary water source, rather than freshwater resources. We

use seawater for cooling purposes during the process and this water is subsequently discharged back into the sea. Additionally, we procure freshwater from Kahramaa, obtained through the desalination of seawater, which is then utilised in our steelmaking, rolling mill, and DRI plants. Due to the nature of the steel making and rolling mill processes, the

water evaporates and therefore there is no wastewater generation in these plants. On the other hand, the water used in the DRI plant for cleaning and cooling of reformed gas is then sent to DR water treatment section to abate any ammonia present in the water before being discharged to sea. Part of the treated wastewater is reused in the plant for cooling, irrigation, and other purposes.

Our primary impact stems from the discharge of DR wastewater to the sea. Consequently, our efforts are concentrated on minimising the amount of wastewater discharged by reducing our freshwater requirements, maximising recycling initiatives, and implementing stringent controls to ensure compliance with regulations governing water discharge. By taking these measures, we aim to mitigate our environmental footprint and actively contribute to responsible water management. Currently, the wastewater discharge to the sea is maintaining as per the guidelines set by MoECC. To date, there is zero non-compliance recorded with regards to discharge limit.

Discharge of used water (wastewater) has been an issue for industries which not only causes contamination to the environment, but it is also a resource and monetary loss for the industries. Near Zero liquid discharge (NZLD) is an engineering approach to wastewater treatment where maximum water is recovered, and very minimal amount of wastewater will be discharged to sea. Qatar Steel is in the process of commissioning a NZLD Plant which we expect to be operational in 2024.

In 2023, Qatar Steel achieved a 54% increase in the amount of water recycled compared to 2022 recycled volume, primarily attributed to the utilization of wastewater for dust suppression while handling the EAF slag. However, there was a simultaneous 36% rise in freshwater consumption compared to 2022 volume, driven by the operation of previously mothballed plants and related activities.

Though the absolute volume of water recycled/reused witnessed a significant growth of over 54% in 2023 compared to 2022, Qatar Steel has observed a shortfall in achieving its target relative to the percentage of water reused as the NZLD plant is still under commissioning and will be operational in 2024, where we are expecting to reduce the freshwater consumption by 80%. Initial target was to reduce the freshwater consumption up to 88% but during final stage of commissioning it is noticed that maximum recovery from the NZLD plant will be 80% due to feed water quality variation associated with DRI raw material quality. Major issues related to equipment, process, automation etc. were identified during a cold test run. The Original Equipment Manufacturer (OEM) were involved to rectify all issues, following which a successful plant equipment cold test run was completed. Currently, hot commissioning is in progress. The Performance Guarantee Test (PGT) is expected to be completed by the end of Q3 2024. The wastewater discharge to the sea is maintained as per the guidelines set by MoECC - Qatar. In 2023, there were no recorded instances of non-compliance with discharge limits.

Water Management	Unit	2021	2022	2023
Total water withdrawn	m ³	51,638,160	142,266,598	132,067,613
Seawater withdrawn	m ³	51,200,551	141,434,412	131,194,834
Freshwater withdrawn	m ³	437,609	832,186	872,779
Freshwater intensity	m ³ /Tonne of Molten Steel Produced	0.44	0.77	0.76
Total water discharged	m ³	51,358,254	141,938,090	131,619,963
Total water consumption	m ³	279,906	328,508	447,650
Wastewater treated	m ³	253,694	636,307	629,881
Wastewater treated and recycled or reused	m ³	95,991	132,629	204,752
Wastewater treated and recycled or reused	%	37.8	20.8	32.5
Notes:				
<ul style="list-style-type: none"> Qatar Steels uses the term "freshwater" to indicate the water purchased from Kahramaa, this is desalinated seawater. The percentage of water reused and recycled is calculated as the total volume of water reused and recycled over the total amount of wastewater generated by the process. 				

Biodiversity

Aligned with the National Biodiversity Strategy and Action Plan 2015-2025, Qatar Steel is dedicated to preserving Qatar's natural environment. We implement stringent measures, such as engaging consultants and conducting extensive studies, to ensure our operations occur in areas with low biodiversity value, minimizing potential harm. Our Sustainability Policy also underscores our commitment to biodiversity protection.

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

alignment with Qatar's environmental laws, preventing any detrimental activities.

Environmental Impact Assessment studies conducted prior to new projects have consistently indicated that the area surrounding our plant has low environmental significance and thus a low

potential for environmental impacts. To further ensure ecological safety, ecotoxicity studies are conducted whenever new materials are procured.

A comprehensive Biodiversity Impact Assessment conducted annually confirms that our operations do not occur in areas of high biodiversity value and do not pose a harmful impact on regional biodiversity. Nonetheless, we have taken several proactive measures to enhance

biodiversity within our premises. In 2021 we undertook a tree plantation initiative, planting around 139 native tree species (Ziziphus spina-christi, Acacia Tortilis and Mesquites) that can thrive in Qatar's local climate. In 2022, we hired a third-party contractor to continue the plantation activity and in 2023 around 1500 trees were planted. Qatar Steel will continue its tree plantation drive and in 2024, there is a plan to plant around 700 trees around the premises.



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

As per the consent to operate and other regulatory requirements and guidelines applicable, Qatar Steel is monitoring the

emissions, conducting environmental studies, and submitting the reports to the MoECC and local authority at QatarEnergy-MIC. There weren't any raised reports regarding the negative impacts of Qatar Steel's plant on society or biodiversity. Most of the company's environmental emissions are within the consent to operate assigned limits of Qatar's MoECC for analysis of gases, particulate matters, blown down water (processed water) discharge analysis, noises, and other environmental factors.

CONTRIBUTING TO NATIONAL DEVELOPMENT



Creating shared value stands as one of our key sustainability priorities, guiding Qatar Steel's endeavours. We aspire to be an active contributor to the community in which we operate, actively engaging in initiatives that demonstrably enhance the quality of life for the residents in Qatar. This commitment encompasses various actions, such as community investments, the implementation of local programmes, event sponsorships, and donations to charitable causes. Moreover, we place great emphasis on upholding the highest ethical standards, both individually and in our company's operations.

Qatarisation 78

Community Trust, Health,
and Investment (CSR) 80



Qatarisation

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

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

- **Developing targeted human capital programs for attracting Qataris:** To attract fresh talent, we adhere to local industry best practices by offering competitive pay packages, specialised training programs, and continuous career development opportunities. Our attractive salary and benefits packages include group insurance, retirement benefits, tuition reimbursement, sick leave, and paid vacation.
- **Focusing on education:** We actively support educational opportunities through scholarships and sponsorship programmes, as well as providing alternative work arrangements for newly hired Qatari trainees. Qatar Steel had implemented an On-job Training program for young graduates which was completed successfully by two Qataris and an internship program for local students. We have also invested around QAR 1.527 million in education for Qatari students and Qatar Steel employees through a scholarship programme where we provided a scholarship for eight Qataris and a sponsorship for one.

We have conducted several meetings with QatarEnergy representatives regarding our current Qatarisation percentage and how we can increase the participation of Qataris in our workforce. Based on our discussion, we have designed a five-year Workforce Planning Forecast in which we have identified the number of Qataris that need to be recruited on an annual basis and where they will be integrated once they join our company.

Qatar Steel representatives attended local career fairs and recruitment events organised by educational institutions. We have also conducted on-campus presentations to introduce our company, its culture, and career opportunities.

Internship programmes have been pivotal in bridging the gap between academic knowledge and practical application. However, logistical challenges, such as coordinating with multiple educational institutions and aligning internship schedules, surfaced. The company addressed these challenges by implementing an internship management framework, which streamlined

communication and coordination between all parties.

In terms of recruiting local talent, the company faced challenges related to skill mismatches and limited availability of Qataris with Industry-related qualifications. To tackle this issue, the company collaborated with QatarEnergy to implement targeted training programmes that equipped Qatari fresh graduates with the necessary skills to perform these roles.

Qatar Steel has implemented awareness campaigns at career fairs and our company's

open day to promote its Qatarisation opportunities among Qatari students. These campaigns highlight the benefits of a Qatari skilled workforce, promote our scholarship opportunities, and encourage Qatari students to join our organisation.

Qatar Steel's target is to achieve a 20% Qatarisation rate in the next five years. In 2023, Qatar Steel had 13.48% of Qatarisation with 9 employees in senior management.

Qatarisation	Unit	2021	2022	2023
Qatari employees	#	152	153	151
Qatarisation rate	%	14.31	13.29	13.48
Qatari new hires	#	1	6	8
Qatari senior management	#	1	1	9

Qatar Steel is fully committed to reaching the nationalisation target before 2030, overperforming the ambitions set in the QNV 2030, which aims at achieving a 50% Qatarisation in the Energy Sector by 2030. Our comprehensive strategy involves a year-on-year increase of Qatarisation starting from a baseline of 8.6% in 2019 to reach 20 % by 2026. To achieve this target, we will actively offer full-time job opportunities to qualified Qatari interns and intensify the recruitment of local talent.

In 2024, Qatar Steel plans to

- Design and implement career development plans targeting Qataris including succession planning.
- Develop partnership with education entities to enhance Qataris perception of our company brand.
- Implement Qatarisation strategies to position the company as an attractive employer for local talent.

Community Trust, Health, and Investment (CSR)

From tackling climate change to addressing social, economic and environmental issues, Qatar Steel recognises that corporate social responsibility (CSR) is more imperative than ever today. As a result, a new CSR Department came into effect in 2023 to oversee our initiatives and help drive us steadily forward.

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

Qatar Steel is located in Mesaieed Industrial City-MIC, a designated area for industrial usage. There are no local communities in the nearby area of the industrial city, hence no direct negative impacts. Further, since the inception of our plant's operations, there have been no recorded incidents of violations

related to the rights of indigenous peoples. This achievement further strengthens our ability to foster trust within the communities where we operate.

In 2023, Qatar Steel sponsored and provided scholarships for nine Qatari students.

In 2023, QAR 100,000 was invested in local CSR projects which included contributions of QAR 25,000 to the Qatar Cancer Society, QAR 50,000 to the Qatar Amateur Radio Society, and QAR 25,000 to Al Wakra School for refurbishment projects.

Community trust, health, and investment	Unit	2021 ¹	2022	2023
Amount spent for CSR projects	QAR	0	35,000	100,000

Notes:

¹ Due to the challenges of budgetary restrictions arising from the COVID-19 pandemic situation, Qatar Steel was unable to make annual investments in local CSR projects.

CSR is an important part of employee engagement as it provides employees with a sense of purpose, team-building and leadership development opportunities, and provides support for attracting and retaining talents.

In line with our commitment to employee well-being and community service, we continue to take proactive measures in organising and participating in events and activities. The following is a list of the events and activities carried out in 2023, all designed to promote wellness and foster engagement among our employees and our community.

Qatar Cancer Society



Qatar Steel Company contributed a donation of QAR 25,000 to the Qatar Cancer Society to provide financial assistance to be used for the treatment of cancer patients registered with them.

Qatar Amateur Radio Society



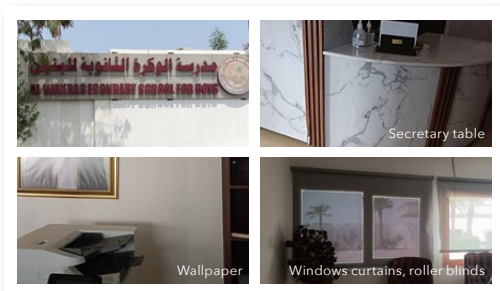
A formal donation of QAR 50,000 was made to the Qatar Amateur Radio Society. As part of Qatar Steel's CSR activity, we collaborated with Qatar Amateur Radio Society and provided them with financial support to realise their business objective of enhancing the cultural face of Qatar and transmitting it on air. To support an organisation like this will promote Qatar Steel's role to serve the local community proactively and empower the people associated with it.

Blood Donation Program



Qatar Steel hosted a blood donation event at the Mesaieed plant site in collaboration with Hamad Medical Corporation's Blood Donor Centre. In the pursuit of humanitarianism and social responsibility towards better public health and community welfare, Qatar Steel and Hamad Medical Corporation's (HMC) Blood Donor Unit participated in the campaign to help to increase the national stock of blood.

Al Wakra School



Qatar Steel collaborated with Al Wakra School to provide them with financial support to complete some refurbishing work at the school. The school provides secondary education to Qatari kids.

Celebrate Garangao Night



On the occasion of Garangao Night, Qatar Steel joined hands with Abi Ayoub Al-Ansari Model School for Boys and distributed bags containing chocolates, candies and nuts. This initiative, consolidating Ramadan's values of generosity and giving back, embarks on a long fruitful partnership with the local community.

World Blood Donor Day



We celebrated World Blood Donor Day virtually to raise awareness about blood donation, emphasizing the critical contribution of voluntary blood donors and thanking them for showing their solidarity. Every year, Qatar Steel actively participates in holding a blood donation camp, where our employees volunteer to contribute to this humanitarian cause.

World Nature Conservation Day



To acknowledge the foundation of a healthy society in a healthy environment, an awareness campaign was launched on social media to highlight the importance of conserving nature. The day aims to raise awareness about the importance of preserving and protecting the natural environment, taking up sustainable practices and making the planet a better place for future generations. This is in line with our pro-activeness towards developing and nurturing a natural green environment in our premises.

World Environment Day



On the occasion of the World Environment Day, and under this year's theme "Beat the Plastic Pollution", Qatar Steel conducted a campaign with the Environment section of Qatar Steel to spread awareness on the environmental impacts of plastics, and focus on stimulated actions and solutions to the critical challenges facing our Planet. An eco-friendly jute bag along with some gift items (made from bio-degradable eco-friendly material) were distributed to all employees as remembrance.

Tree Plantation Drive



In 2023, the number of trees planted reached 1500. These are locally adaptive trees which are more resilient to hot climatic conditions. These trees stand to act as natural wind barriers to control the dust and also as a natural “carbon sink” by absorbing carbon dioxide.

World Car Free Day



As part of its CSR initiatives and in celebration of World Car Free Day, an inspirational message was spread all around to reach all QS employees, customers and all members of the local society to leave their cars at home. On September 22, we encouraged the use of alternative modes of transportation, such as bicycles, walking or, public transport vehicles. The campaign was initiated on social media to attract attention.

Breast Cancer Campaign



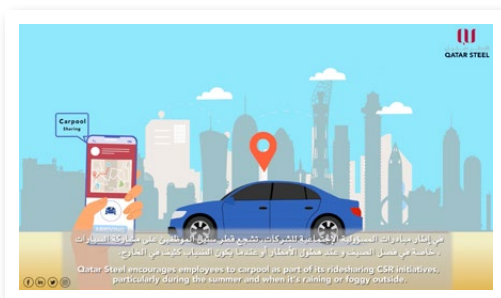
As part of Qatar Steel's campaign to raise awareness about breast cancer and its prevention, a CSR initiative was taken to organise a workshop in co-operation with Qatar Steel Medical Clinic and Qatar Cancer Society, aimed at preventing cancer and promoting the importance of an effective healthy lifestyle. The workshop was attended by all female employees working in different departments.

Wellness Campaign



Wellness is about balance. In line with its CSR initiatives, Qatar Steel developed an imagery carousel for social media to encourage its employees to adopt to healthy lifestyle and practice activities that advocate mental wellbeing. The post had an engagement rate of 7.36%

Carpooling Sharing the same journey together



A carpool is an arrangement where a group of people take turns driving each other to work, or driving each other's children to school (going to the same destination) to prevent the need for others to have to drive to a location themselves. Carpooling reduces each person's fuel costs, the loneliness of driving and the stress level. It is a more environmentally friendly and sustainable way to travel as sharing journeys reduces air pollution, carbon emissions, traffic congestion on the roads, and the need for parking spaces. Qatar Steel encourages carpooling, especially during periods of summer and rainy or foggy weather. The campaign was launched across all QS social media pages which received an overwhelming response (591 total views) from the audience.

DEVELOPING A HIGH PERFORMING AND MOTIVATED TEAM



In accordance with the QNV 2030, our company remains firmly dedicated to the welfare and advancement of its employees, striving to become a distinguished employer of choice in the region. This objective is realised through our ongoing efforts to establish and maintain a flexible working environment and a robust talent retention framework. Recognising that employee well-being is pivotal to the overall success of the organisation, we diligently uphold equal opportunities, extend generous benefits and allowances, and institute formal mechanisms to effectively address any employee grievances or concerns.

Recruitment and Management of Talents	88
Diversity and Equal Opportunities	91
Training and Development	93
Labour Management Relationships	95



Recruitment and Management of Talents

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

To ensure transparency and effectiveness in our recruitment processes and talent management, we have established a comprehensive framework of processes and procedures. This includes key policies such as the Staffing and Placement Policy, Working Hours and Leave Policy, Allowances and Benefits Policy, as well as the Separation, End of Service, and Insurance Benefit Policy. Collectively, these policies provide clear guidelines and standards to promote fairness, accountability, and efficiency in our workforce management practices, ultimately supporting our commitment to successful recruitment, employee well-being, and talent retention. Qatar Steel is actively pursuing creating a

Talent Management Section within Human Resources Department which will oversee critical tasks such as strategic Qatarisation, rewards and compensation, performance management, and succession planning.

In 2023, Qatar Steel conducted a restructuring and High-Performance Transformation project, and in the future plans to implement a High Performance Transformation and New Organisation Structure.

In 2023, Qatar Steel witnessed a 9% increase in total staff which was attributed mostly to the increase in contract employees.

Workforce Composition ¹	Unit	2021	2022	2023
By Contract				
Full time Employees	#	1,062	1,151	1,133
Full time Contract Employees ²	#	950	1,058	1,272
Total staff	#	2,012	2,209	2,405
By Gender (full-time employees)				
Female	#	8	10	12
Male	#	1,054	1,141	1,121

Workforce Composition ¹	Unit	2021	2022	2023
By Age Group (full-time employees)				
18-30	#	57	58	34
31-40	#	436	435	376
41-50	#	426	480	489
51-60	#	142	175	229
60+	#	1	3	1
By Level (full-time employees)				
Senior Management	#	27	32	34
Middle Management	#	169	177	184
Staff	#	866	942	911
Notes:				
¹ For this table and following calculations, the full-time employees are defined as those under sponsorship and payroll of the organisation. Contract employees are calculated as the average number of contract employees working for Qatar Steel.				
² Hiring and employment of contract workers is done by procurement.				

Employment and Turnover

At Qatar Steel, we are dedicated to strengthening our workforce and ensuring we have the necessary talent to support our organisational goals.

To prioritise the happiness and satisfaction of our employees, we have implemented an extensive array of benefits. These include life insurance coverage, wages above the Qatar Labour minimum wage, health care benefits, disability and invalidity coverage, maternal leave support, retirement provisions, education assistance programmes, annual leave entitlements, annual air ticket allocation, dependents coverage for visa, air ticket, and medical needs, car loans and furniture grants, company-provided transportation or transportation allowance, company-provided

accommodation or housing allowance, as well as gratuity and end-of-service benefits for all employees, and marriage loan for Qatari employees.

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

In 2023, we added 27 new employees to our team. In addition, there was a slight increase, with the turnover rate rising to 3.9%.

New Hires and Attrition	Unit	2021	2022	2023
New employee hires				
Total number of new employee hires	#	37	106 ¹	27

New Hires and Attrition	Unit	2021	2022	2023
New employees, by gender				
Female	#	0	3	3
Male	#	37	103	24
New employees, by age group				
18-30	#	4	15	5
31-40	#	15	44	11
41-50	#	13	33	10
51-60	#	5	13	1
60+	#	0	1	0
Employees who left the organisation				
Total number of employees who left the organisation	#	47	28	44 ²
Employees who left the organisation, by gender				
Female	#	0	1	1
Male	#	47	27	43
Employees who left the organisation, by age group				
18-30	#	5	1	1
31-40	#	21	10	7
41-50	#	17	7	15
51-60	#	4	9	11
60+	#	0	1	10
Turnover rate ³	%	4.4%	2.4%	3.9%
Notes: ¹ The significant increase in hiring in 2022 is due to DR2 start-up with an increased production and is based on business need. ² Please note that 10 cases were due to retirement cases. ³ Please note that turnover rate is calculated as the ratio between the total number of employees that left the organisation and the Board Approved Headcount.				

Qatar Steel's Contract Employees

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

The organisation maintained a consistent number of contractors throughout the year 2023, with an average of 1,272 contractors working with us. The contractor count ranged from a minimum of 1,054 to a maximum of 1,740, as determined by monthly averages. The nature of our organisation, operating in a

sector with continuous operations year-round, contributed to the absence of significant fluctuations in contractor numbers.

All contract employees are ensured to be paid above the minimum wage as all contracts stipulated by Qatar Steel requires that the contractors adherence to "Article 26

- Compliance with Qatar Laws". This Article states that the Contractor is obligated to comply with all applicable laws and regulations in the State of Qatar for the execution of the contract. This includes being responsible for identifying and paying all government levies, duties, fees, and charges related to the work.

Diversity and Equal Opportunities

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

Qatar Steel has taken measures to promote inclusivity, fairness, and non-discrimination in the workplace. We value and embrace diversity, providing equal opportunities for all employees and cultivating a sense of belonging. Furthermore, we have implemented systems to prevent any form of harassment, fostering a safe and respectful work environment for all.

Qatar Steel's workforce is a diverse mix of 26 nationalities from around the world. Equal Employment Opportunities (EEO) form an essential part of our culture. We have established strong governance systems based on principles of fairness and mutual respect, which are evident in various policies related to Grievances, Appeals, and Ethics. These principles permeate throughout the entire employment journey, starting from pre-boarding, on-boarding, and even the off-

boarding processes. Our ambition to foster human capital development translates into creating a work environment that promotes diversity and balance.

To accomplish this, we have planned specific actions including the establishment of internship programs tailored for recent female graduates, particularly those in STEM fields. Additionally, we actively participate in university job fairs to attract women who possess the necessary educational background for positions within our organisation, specifically in the field of Quality and Safety.

We also have a dedicated recruitment section with a female member and have recruited National female talents.

While acknowledging the challenging nature of this target given the industrial sector in

which we operate, we remain committed to achieving our target. In pursuit of our objectives for 2023, we made significant progress by hiring three female employees,

representing nearly 11% of our new hires. Although we acknowledge that there is still a long way to go, we are dedicated to fostering diversity and inclusion within our workforce.

Diversity and Equal Opportunities	Unit	2021	2022	2023
Women in the workforce	%	0.75	0.87	1.06

Remuneration Process and Fair Wages

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

To ensure this, we have developed a remuneration structure for our senior executives that encompasses several components, including fixed pay and variable pay, bonus and annual increments, termination payments, and end-of-service benefits. Additionally, senior executives may be eligible for acting allowances in

certain circumstances. Bonuses and annual merit increments for all employees are determined based on individual performance results, company's financial results, and annual guidelines received from our parent organisation.

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

Qatar Steel's minimum wage is way above the Qatar Labour minimum wage.

Fair Wages	Unit	2021	2022	2023
Median income of men	QAR	11,800	11,499	12,069
Median income of women	QAR	12,900	16,136	15,452
Gender Pay Gap	%	-9	-40	-28
Ratio of average salary of women to men	-	1.09	1.40	1.28
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	-	11.40	9.2	10.14
Notes:				
<ul style="list-style-type: none"> The highest-paid individual is at the maximum pay allowed by the organisation. 				

Training and Development

At Qatar Steel, we believe that investing in training and development programmes cultivates a skilled and adaptable workforce, enhancing the organisation's human capital. To this end, we have set a specific target to increase training hours per employee.

Through increased training hours, we aim to empower our workforce, promote continuous learning, and equip our employees with the necessary tools and expertise to succeed in their roles.

Furthermore, based on the recommendation of our senior management, significant emphasis has been placed on enhancing our training programs. We have introduced a range of new technical training topics, including Problem Solving and Decision-Making Skills for Engineers, Preventive and Predictive Maintenance, Process Plant Optimisation Technology, and Continual Improvement. Additionally, we have incorporated soft skills courses such as Public Speaking, Essential of Leadership and Management, Team Building and Change Management.

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

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

In 2023, 170 inhouse training programmes were delivered which were attended by 2,614 employees. These programmes covered a range of different aspects of our training requirements including technical, HSE, IT, and soft skill courses. In addition to internal trainings, external training was also provided to employees. A total of 113 employees received the opportunity to attend local training programmes and 2 levels of English Language Courses was provided to 6 Qatari employees and 1 Overseas Course was provided to 1 Qatari employees.

- We achieved an average of 37.04 training hours per employee.
- We have revamped the structure of Qatari Development Plans with the objective to enhance employee skills and align individual development with our organisational goals which resulted in the creation of 3 different development programs i.e. DDP (Developee Development Program), IDP (In-Post Development Program), and CDP/SP (Career Development Program/ Succession Planning Program).
- We have diversified the delivery of our training programs by adding Technical, IT, and soft skills courses such as public speaking and change management, to our annual calendar.

In the future, we are aiming to increase the hours of training per employee per year primarily to meet the industry average of 40 hours by 2026. Additionally, we are committed to diversifying our training programs to include sustainability-related topics. This expansion reflects our recognition of the importance of environmental and social responsibility in today's business landscape.

In 2024, we plan to:

- Increase the number of training hours per employee as per the sustainability roadmap.
- Increase the number of Qatari employees in the various development plans implemented.
- Explore the introduction of virtual learning to support the delivery of some of our programmes.
- Implement the executive leadership development programme for the top management.

Training Company-Wide	Unit	2021	2022	2023
Total cost of training	QAR	619,392	1,282,785	1,745,533
Total hours of trainings for female employees	Hours	4	246	550
Total hours of trainings for male employees	Hours	31,215	36,827	41,560
Total number of training hours	Hours	31,219	37,073	42,110
Average hours of training for female employees	Hours / female employees	0.5	24.6	45.83
Average hours of training for male employees	Hours / male employees	29.622	32.27	36.98
Average hours of training per employee	Hours / employees	29.40	32.21	37.07
Average hours of training for senior management	Hours / Senior Managers	9.7	21.1	36.0
Average hours of training for management	Hours / Managers	21.25	48.81	77.43
Average hours of training for staff	Hours / Staff	32.1	30.6	34.9
Average hours of training for Nationals	Hours / Nationals	27.2	49.5	58.3

Performance Review

At our organisation, we prioritise the growth and development of our employees. To achieve this, we have implemented a comprehensive Yearly Appraisal Process that assesses our employees' performance in three key areas: technical performance, behavioural performance, and individually defined objectives. This process allows

us to provide constructive feedback, recognise achievements, identify areas for improvement, and support their professional advancement within the company. Within our performance review process, we thoroughly examine the training requirements of our employees and design customised programs to address their individual needs.

“100% of employees receive a yearly performance review”

Labour Management Relationships

Collective Bargaining

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

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

Notice Periods Regarding Operational Changes

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

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

PRACTICE GOOD GOVERNANCE



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

Governance, Ethics, Compliance and Integrity	98
Procurement Practices	102
Human Rights	104
Reporting and Stakeholder Engagement	105



Governance, Ethics, Compliance and Integrity

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

Qatar Steel's commitment towards efficient and ethical leadership is driven by the company's Corporate Governance Charter,

which provides the principles for the Board of Directors in its foundation of independence and protecting shareholders' rights.

Board of Directors

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

To ensure ethical conduct, the Board of Directors has approved a Code of Ethics and Business Conduct Policy. Additionally, two members are appointed as Ethics Committee members to oversee conflicts of interest. Annually, a comprehensive declaration is

signed by all board members, covering personal and business transactions, as well as identifying and addressing any conflicts of interest that may arise.

In the case of the Board of Directors, their remuneration is determined by IQ on a fixed basis in accordance with the Articles of Association (AOA).

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

Board Composition	Unit	2021	2022	2023
Number of members of the BoD	#	7	7	7
Number of executive members of the BoD	#	1	1	1
Number of non-executive members of the BoD	#	6	6	6
Number of males on the BoD	#	7	7	7
Number of females on the BoD	#	0	0	0
Number of members under 30 years old	#	0	0	0
Number of members between 30 and 50 years old	#	2	2	2
Number of members above 50 years old	#	5	5	5



Saad Rashid Al-Muhannadi
Chairman



Abdulla Mohamed Al-Mahmoud
Vice Chairman



Abdulrahman Ali Al-Abdulla
Managing Director & CEO



Khalid Jaham Al-Kuwari
Director



Adel Abdulla Al-Rumaihi
Director



Haytham Abdulaziz Al-Meer
Director



Mohd Ali Ahmed Al-Mohammed
Director

Compliance with Laws and Regulations

In 2010, Qatar Steel published a Code of Ethics and Business Conduct. The Code is available to all employees on the company's intranet. On a yearly basis all employees are required to acknowledge their acceptance of the Code. Additionally, it is also shared with

stakeholders based on their request or as per requirement on need-to-know basis.

The "Harassment Grievance Handling Policy" has been implemented and proven to be effective in our organisation.

Risk Management

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

Qatar Steel attended the Marsh Business Resilience Forum on the 15th of March 2023, where the 2023 Global Risks Report was presented and discussed with the participants. Our risk management draws from established frameworks such as the COSO Framework and ISO 31000:2018.

Fraud risks, including corruption risks, hold significant priority within Qatar Steel, as demonstrated by the implementation of a Fraud Risk Management Policy in 2021. All business areas have identified key fraud risks, including corruption, aligning them with the Companywide Risk Management Policy and Code of Ethics. All 27 departments/ functions were re-assessed for fraud/ corruption risks during the annual risk review exercises conducted annually.

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

No contracts with business partners were terminated or not renewed due to violations related to corruption and during the reporting period there were no public legal cases regarding corruption brought against the organisation or its employees.



Corruption	Unit	2021	2022	2023
Operations assessed for risks related to corruption	#	11	16	27
Operations assessed for risks related to corruption	%	69	100	100

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

Risk Management Governance Strategy has been developed in line with QNV 2030, Qatar National Development Strategy, and guided by QatarEnergy's Strategy. Some of the key objectives identified to mitigate climate related risks include the Reduction of GHG emissions and Leading the Energy

transition in the Region. Progress on the respective mitigation measures that will enable the achievement of these objectives are regularly tracked and reported on a quarterly basis to the Qatar Steel Risk Management Committee, The Qatar Steel Board Audit Committee and the Qatar Steel Board of Directors meetings.

The Fraud Risk Management Policy at Qatar Steel includes monitoring of corruption risks and is aligned with the company's Enterprise Risk Management Policy. Planned awareness sessions are conducted with risk champions across all business areas. Focus has been placed on introducing internal controls to safeguard assets and regulate behaviours pertaining to fraud and corruption risks.

Internal Audit

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

Furthermore, the Internal Audit function provides reasonable assurance that the systems and procedures in place are being adhered, to ensure timely and accurate reporting to the directors, management, and stakeholders. Additionally, it assures that the policies and practices are in place to monitor the company's compliance with appropriate laws and regulations.

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

As part of Continuous Professional Education (CPE) program, the Internal Audit team regularly participates in various seminars, webinars, and conferences. This helps them stay current with developments in the field of Internal Audit, learn new technologies and methods, and enhance their skills to be prepared for future business challenges.

Procurement Practices

In line with our strategic objective of Championing Sustainability Stewardship, we have established a series of targets related to our procurement practices.

These will be implemented progressively, with the aim being to have them all fully in place by the end of 2023. These targets include the development of a comprehensive 'Supplier Code of Conduct' and the creation of a 'Responsible Sourcing' Policy. Additionally, we will conduct a thorough assessment of all our suppliers to identify their sustainability impact in areas such as health and safety, environment, and human rights. Furthermore, an annual evaluation of suppliers based on environmental, social, and governance (ESG) factors will be conducted, with the outcomes of these assessments being reported in our sustainability reports.

As of today, we have tools in place such as Qatar Steel's Governance Charter and Procurement Policy which serve as frameworks for implementing best practices in the supply chain management. In 2022 we introduced the Responsible Sourcing Policy⁷ which emphasises our will for fair business practices, health and safety, and environmental and human rights protection within supplier organisations. Qatar Steel expects all suppliers to comply with a Code of Ethics and Business Conduct policies.

A thorough analysis of our suppliers has been conducted to identify key suppliers. The classification of these suppliers as "key" is determined by two primary factors: the

volume of materials purchased from them and the corresponding spending. Based on this analysis, it has been concluded that the key suppliers are those from whom we procure the following raw materials: iron ore pellets, steel scrap, ferro silicon manganese, and ferro silicon.

For these suppliers, an evaluation sheet has been prepared based on ESG criteria, with the possible achievable score ranging from 0 to 100. Qatar Steel preferably engages with suppliers having scores higher than 50. Suppliers with established Environmental, Health, and Safety Management Systems are given priority through this scoring process, while those without such systems are encouraged to develop their own policies and governance frameworks. Furthermore, we encourage suppliers to adhere to human rights and labour practice standards, including ILO conventions on child and forced labour, non-discrimination, and more. Also, criteria such as quality, delivery schedule, price, previous experience, financial background, and quality systems in place are assessed.

Qatar Steel's main Raw Materials are:

- Iron Oxide Pellets, procured from suppliers having ISO 14001, ISO 45001 and ISO 9001 certifications and sustainability certification, and
- Steel Scrap wholly procured locally.

⁷ [Responsible Sourcing Policy](#)

Presently, the suppliers screened for their environmental and social impacts are suppliers of key raw materials, i.e., oxide pellets, scrap, and ferroalloys. Qatar Steel intends to extend the list of suppliers subject to this screening in the future. In 2023 overall, approximately 85 % of key raw material suppliers are certified for ISO 9001, ISO 14001, and ISO 45001.

Key raw material suppliers are evaluated on various environmental and social criteria. These include greenhouse gas emissions, air quality, waste management, water efficiency, biodiversity conservation, and energy efficiency. Additionally, they are assessed on social aspects such as occupational health and safety, ethical business practices, legal compliance, human rights, labor practices, and corporate social responsibility (CSR) initiatives.

The suppliers are required to demonstrate the above compliance through certificates / Sustainability Reports/ third party evaluation reports.

In 2023, we screened seven key raw material suppliers for their environmental and social performances. There were no suppliers

identified as having significant actual and potential negative environmental or social impacts with which improvements were agreed upon or terminated because of this assessment.

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

In 2023, Qatar Steel attended the Fast Market Iron Ore Conference to meet new suppliers from all over the world and help strengthen our relationship with existing suppliers. These conferences presented and discussed topics related to Steel industry.

Local Procurement

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

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

In 2023, we witnessed a rise in our local procurement spending by 9% which meant that 34% of our procurement spending was on local suppliers.

In 2023, the total procurement spending experienced an 18% decrease, primarily attributed to the reduced quantity of iron oxide pellets purchased. This reduction was influenced by the surplus from the previous year. Additionally, the average price of iron oxide pellets in 2023 was lower compared to the prices recorded in 2022.

Local Procurement	Unit	2021	2022	2023
Total procurement spending	mQAR	1,890,022	3,294,532	2,701,453
Spending on local suppliers	mQAR	659,497	847,580	926,607
Spending on local suppliers	%	35	26	34

Spending on SMEs

In our commitment to fostering inclusive growth within our national economy, Qatar Steel places special emphasis on supporting local SMEs, defined as enterprises with less than 250 employees, and particularly those from which we procure scrap. We have defined a strategic target aiming at

increasing spending on local SMEs. As part of this initiative, we closely monitor the annual expenditure dedicated to these organisations. In 2023 the spending on local SMEs decreased by 40% mainly due to the reduced availability of scrap in Qatar.

Spending on SMEs	Unit	2021	2022	2023
Spending on local SMEs	mQAR	151	188 ¹	112
Notes: ¹ Restated due to recalculation.				

Human Rights

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

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

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

- **Probation period:** The contract specifies the duration and terms of the probationary period for new employees.
- **Employee salary and allowances:** The contract outlines the details of the employee's salary and any additional allowances they are entitled to.

- **Holidays:** The contract includes provisions regarding the employee's annual leave, public holidays, and any other authorised time off.
- **End of contract requirements:** The contract outlines the procedures and obligations for both parties upon the termination or completion of the employment contract.
- **Training:** The contract may include provisions regarding training opportunities and requirements for employee development.
- **Air tickets (once a year):** The contract may stipulate provisions for providing air tickets to employees for travel purposes, typically on an annual basis.

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

Additionally, we have developed a comprehensive Human Rights policy⁸, which outlines our principles, values, and guidelines pertaining to Human Rights, ensuring that our operations uphold the highest standards in this regard.

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

⁸ [Human Rights policy](#)

Reporting and Stakeholder Engagement

Sustainability reporting holds immense importance for our company, as highlighted by our dedication to consistently publishing our reports since 2011, allowing us to develop a platform to transparently communicate the company's ESG performance to stakeholders.

By documenting and disclosing our sustainability initiatives, achievements, and targets, we can demonstrate our commitment to responsible business practices. Sustainability reporting has also enabled us to identify areas for improvement, driving meaningful change within the organisation.

Qatar Steel recognises the criticality of ongoing stakeholder engagement. We have established a comprehensive Stakeholder Map, which outlines essential stakeholder groups, their primary concerns, our engagement approaches, and the reciprocal significance between these stakeholders and

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

We always cater to our stakeholders' aspirations and expectations and have identified investors, shareholders, employees, steel associations, customers, suppliers, government regulators and local communities as our key stakeholder groups.

DATA MANAGEMENT



Sustainability Road Map Performance108
Data and Disclosures113



DATA
MANAGEMENT

Sustainability Roadmap Performance

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

Strategic Objective	Targets	2023 Action Plan	2023 Actual Performance
Sustainable Steel Supplier of Choice	1. Receive Qatar Sustainable Construction Material Certificates	Receive the second certification of Qatar Sustainable Construction Material Certificate of Management (CoM) from Earthna.	<p>Qatar Steel received Certificate of Registration Qatar sustainable construction Material Certification from Earthna and CARES⁹ in 2022. Certificate is valid until December 2024.</p> <p>⁹https://www.qatarsteel.com.qa/wp-content/uploads/2023/01/Qatar-Sustainable-Construction-Materials-Certification-Certificate-of-RegistrationCoR.pdf</p> <p>Currently Qatar Steel is working on ResponsibleSteel site certification which is widely accepted by stakeholders.</p>
	2. Diversify QS' products portfolio through introducing up to 3 new Eco labelled innovative construction steel products by 2026	<p>Cross check ISO 14024 environmental labelling Principles and procedures for construction steel.</p> <p>Research regional steel requirements for green buildings and sustainable solutions.</p>	<p>Qatar Steel obtained "The International Green Mark - EPD label" from the Gulf Organisation for Research and Development (GORD) in 2022. This certificate is valid until March 2025.</p> <p>Qatar Steel also has an externally verified EPD certificate issued by BRE Global¹⁰. Certificate is valid until April 2026.</p> <p>¹⁰https://www.qatarsteel.com.qa/wp-content/uploads/2023/05/CARES-EPD-Certificate.pdf</p>
Pursuing Innovation in Low Carbon Steelmaking	1. Sign at least 2 MoUs with leading Qatari universities for R&D projects by 2026	Identify Qatari universities that are prominent in R&D and are well known for their education quality and the competency of their students.	Two Qatari Universities have been identified.
	2. Sign one MoU with distinguished Qatari Research Centre	Sign MOU with a leading research centre in Qatar (to support national aims of boosting R&D in Qatar and collaborating on scientific research that would impact both QS overall sustainability and Qatar development.	It is under discussion.
Breakthrough Low Carbon Footprint Steel Industry	1. Incrementally reduce GHG Emission Intensity by 2026	Implementing the 2022-2026 strategy and achieving all other targets. (Target year 2026)	RASCI Matrix for each strategic action item of the Sustainability Road Map 2022 -2026 is monitored under the BSC platform as a Sustainability Score Card. In 2023, GHG Emission Intensity is 1.34 tCO ₂ eq/ton of crude steel produced.

Strategic Objective	Targets	2023 Action Plan	2023 Actual Performance
Breakthrough Low Carbon Footprint Steel Industry	2. Transport Impact monitoring and reduction	Include Transport Impact in QS Sustainability Policy.	Sustainability Policy has been updated.
		Map out all transport activities (Upstream, Downstream, employees transport and business travels) and calculate the associated emissions. (Target year 2023)	Mapping has started.
Leading reduction in energy consumption in Steel Industry	20% reduction in energy intensity by 2026	13.50 GJ/ton of crude steel	Energy Intensity (GJ/ton of crude steel) in 2023 was 21.1.
Leading Water Management in the Steel Industry	1. ~20,000 m ³ /year process wastewater discharged to sea by 2026	300,000 m ³ /year process wastewater discharged to sea (target) 617,794 m ³ /year process wastewater discharged to sea (2019 baseline)	In 2023, QS discharged 425,129 m ³ of process wastewater to sea which is ~31% less than the base line value of 2019.
		Complete the construction of the NZLD Plant that will allow for higher volumes of water reusing and recycling. (Target year 2023)	Activities on NZLD project is ongoing.
	2. 80% recycling rate of processed water by 2026	60% recycling rate of processed water	32.5 % recycling rate of processed water achieved in 2023.
Leader in Recycling and Reusing in the Qatar Industry Sector	1. Increase % scrap used as input material to 35% by 2026	24.2% scrap used as input material	In 2023, the scrap used as input material is 21.74 %.
		Research local and international scrap providers.	Qatar Steel is trying to increase the recycling of pre- and post-consumer scrap as much as possible. Scrap generated locally has been recycled mainly by Qatar Steel.
		25 % EF slag sold to suppliers and/or third-party concrete production companies	In 2023, around 1.4 million tons of EAF Slag has been recycled, which is more than 900 % of generated quantity.
	2. Increasing percentage of recycled/sold by products (other than EF slag) to 84%	75 % of recycled/sold by products (other than EF slag) Identify possible ways for reusing and recycling steel by products (other than slag), as per the World Steel Net Zero Methodology Pathway.	Over 119% recycled/sold in 2023. In 2023, briquetting plant was restarted and approximately 22,000 Tons of reduced briquettes were produced from DRI fines+ DRI dust.

Strategic Objective	Targets	2023 Action Plan	2023 Actual Performance
Zero-Harm Culture and Performance	1. Maintain low rates of TRIFR (employees and contractors)	1.12 TRIFR	TRIFR was 1.00 in 2023.
	2. Maintain near zero LTIFR (employees and contractors)	0.43 LTIFR	LTIFR was 0.50 in 2023.
		32,831 total H&S training hours per employees	Hours were 20,598 (employees) in 2023.
	3. Increasing the total H&S training hours	Ensure that all employees understand the H&S requirements at QS, with refresher sessions held quarterly.	Safety campaigns focussing on high frequency incidents were rolled out through different media sources, including desktop screensavers, posters, etc. Preventative Safety campaigns, like Heat Stress Management was conducted, which included handing out of pamphlets, water bottles and car windshield shades to raise awareness of heat stress during the summer months.
		Hold H&S activities and workshops to instil the safety culture at QS.	HSE related trainings with regards to Accident Investigation, Root Cause Analysis Methodologies, Behaviour Based Safety, Process Safety, Basic Fire Fighting and Emergency Management have been the focus during 2023.

Strategic Objective	Targets	2023 Action Plan	2023 Actual Performance	
Empowering Local Communities	1. Graduate 100 interns by end of 2026	Introduce 8-12 weeks internship programs every year for 20 students and/or graduates from various scientific backgrounds.	In 2023, Qatar Steel hosted 30 interns.	
	2. 20% Qatarisation rate by 2028	Offer qualified interns full-time job offers.	Qatar Steel offers job opportunities to qualified Qatari interns who are not under scholarship from other companies after they graduate.	
		Intensify recruitment of local talents.	Qatari employees decreased by 1.3% in 2023 (151) compared to 2022 (153). Qatari Intake= 8 and Qatari Attrition= 10 (5 are retirement)	
		Increasing Qatarisation rate	Qatarisation was 13.48% in 2023.	
	3. 60% local procurement spending by 2026	42% local procurement spending.	Local procurement spending was 34.30 % in 2023	
		Increase local content across the supply chain with focus on SMEs.	QS monitors its spending on local suppliers and local SMEs.	
	4. 30% YOY increase in CSR spending	Develop a CSR strategy and framework. (Target year 2023)	Draft CSR Policy with Strategy and framework is already prepared by CSR department. It is under review by top management.	
		93,795 CSR Spending	Spending in 2023 was QAR 100,000	
	Championing Sustainability Stewardship	1. Improve sustainability management and performance	Form a Sustainability Committee and develop associated Charter. (Target year 2023)	Qatar Steel's existing Sustainability Management Governance structure is under Technical Function and handled by the Quality & Sustainability department.
			Engage QS management team to oversee sustainability related topics.	Sustainability Roadmap 2022-2026 action plans with RASCI and respective mandates of Chiefs stipulates to lead/manage ESG related topics.
Enhance the yearly reporting process and close disclosure gaps identified in the benchmarking and strategy.			Refreshed materiality for 2023.	
Participate in WorldSteel Association Sustainability Charter and Sustainability Championship Program.			Qatar Steel is member of WorldSteel's Sustainability Charter and committed to charter principles.	

Strategic Objective	Targets	2023 Action Plan	2023 Actual Performance
Championing Sustainability Stewardship	2. Increase the robustness of QS' internal governance approach	Develop a Human Rights policy.	Human Rights policy ¹¹ was published in 2023. ¹¹ https://www.qatarsteel.com.qa/wp-content/uploads/2023/10/Human-Rights-Policy.pdf
		Develop a CSR policy.	CSR department has been formed in 2023 and CSR procedure was created.
		Adopt Social Accountability Certification: SA 8000.	CSR department is currently working on it. Auditing body has been identified by CSR department.
		Increase transparency by making these policies and other internal policies publicly available for QS stakeholders.	Many policies are publicly available on the website, and the newly developed ones will be published too.
	3. Improve Responsible Sourcing practices	Develop a 'Responsible Sourcing' Policy.	Responsible sourcing policy ¹² has been developed and published in QS website. It will be reviewed further. ¹² https://www.qatarsteel.com.qa/wp-content/uploads/2024/07/Responsible-Sourcing_Policy_for_publishing.pdf
		Map out all QS' suppliers and identify their sustainability impact (H&S, Environment, Human Rights, etc).	Supplier Mapping ¹³ with ESG topics has been developed for Tier 1 suppliers. ¹³ https://www.qatarsteel.com.qa/wp-content/uploads/2022/06/Supplier-Mapping.pdf
		Evaluate suppliers against ESG factors annually and report on the assessment outcomes in sustainability reports.	QS has a checklist for suppliers of key raw materials. Key raw materials suppliers are assessed against the ESG factors.
		Apply for and obtain the Responsible Steel certification for responsible sourcing.	In September 2023, Qatar Steel became the first company in the Middle East region to be a member of ResponsibleSteel. Subsequently, Qatar Steel selected CARES as an auditing body for ResponsibleSteel Certification audit. Stage 1 audit took place in August 2024.

Data and Disclosures

Building the Future

Product Stewardship

Production	Unit	2021	2022	2023
Qatar Steel				
Direct Reduced Iron (DRI)	Tonnes	770,444	1,410,254	1,275,583
Hot Briquetted Iron (HBI)	Tonnes	0	168,726	392,475
Molten Steel (From EF)	Tonnes	1,009,621	1,090,348	1,155,250
Steel Billets (Crude Steel)	Tonnes	1,001,801	1,081,916	1,146,437
Rebar	Tonnes	855,284	891,587	983,322 ¹
Qatar Steel FZE				
Rebar	Tonnes	249,675	274,694	320,016
Wire Rod and Rebar in Coils	Tonnes	147,349	135,934	117,983
Note: ¹ Al-Qataria produced 39,695 MT of Rebars.				

Achieving a Profitable Growth and Business Portfolio

Economic Performance

Consolidated Financial Performance	Unit	2021	2022	2023
Revenue ¹	mQAR	3,886	4,262	4,264
Net Profit	mQAR	711	884	1,026
Net Profit % of Revenue	%	18	21	24
Total Capital employed ²	mQAR	6,591	6,875	7,348
Return on Capital employed	%	11	13	14
Shareholder's Funds ²	mQAR	6,295	6,575	7,002
Return on Shareholder's Funds	%	11	13	15
Retained Earnings ²	mQAR	5,757	6,041	6,467
Earnings per share	QAR	24	29	34
Dividend paid % of net profit	%	84	68	58
Economic Value Distributed				
Operating costs	mQAR	2,959	3,422	3,639
Employee wages and benefits	mQAR	370	426	455
Payments to providers of capital	mQAR	150	600	600
Payments to government (by Country)	mQAR	0	0	0
Community Investments	QAR	0	35,000	100,000
Economic Value Distributed	mQAR	3,479	4,448	4,693
Economic Value Retained	mQAR	407	-186	-429

Ensuring a Safe and Healthy Work Environment

Occupational Health and Safety

Occupational Health and Safety	Unit	2021	2022	2023
HS performance				
Number of total recordable injuries (TRIR) (employees and contractors)	#	5	5	6
Total recordable injury rate (TRIR) (employees and contractors)	-	0.181	0.181	0.20
Total recordable injury frequency rate (TRIFR) (employees and contractors) - World Steel Frequency Rate	-	4.02	3.66	4.73
Lost Time Injury Frequency Rate (LTIFR) (employees and contractors)	-	0.40	0.37	0.51
Lost Time Injury Frequency Rate (LTIFR) (employees and contractors) - World Steel Frequency Rate	-	0.85	0.65	0.76
HS performance, employees				
Total work hours	Hours	2,269,703	2,293,527	2,314,187
Lost Time Injuries	#	1	2	1
Lost Time Injury Frequency Rate (LTIFR)	-	0.44	0.87	0.43
Reportable Injuries	#	1	2	3
Reportable Cases (TRC) frequency rate ²	#	1.32	0.87	1.30
Minor Injuries Reported	#	2	1	1
Near Missed Reported	#	17	12	16
Number of fatalities as a result of work-related injury	#	0	0	0
Rate of fatalities as a result of work-related injury	#	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	#	1	2	1
Rate of high-consequence work-related injuries (excluding fatalities)	#	0.44	0.87	0.43
Number of recordable work-related injuries	#	1	2	3
Rate of recordable work-related injuries	#	1.32	0.87	1.30
Number of fatalities as a result of work-related ill health	#	0	0	0
Number of cases of recordable work-related ill health	#	0	0	0

Occupational Health and Safety	Unit	2021	2022	2023
HS performance, contractors				
Total work hours	Hours	2,757,025	3,162,839	3,662,362
Lost Time Injuries	#	1	0	2
Lost Time Injury Frequency Rate (LTIR)	-	0.36	0	0.55
Reportable Injuries	#	2 ¹	31	3
Reportable Cases (TRC) frequency rate ²	#	0.73 ¹	0.95 ¹	0.82
Minor Injuries Reported	#	4	5	3
Near Missed Reported	#	0	0	4
Number of fatalities as a result of work-related injury	#	0	0	0
Rate of fatalities as a result of work-related injury	#	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	#	2 ¹	3	3
Rate of high-consequence work-related injuries (excluding fatalities)	#	0.73 ¹	0.95 ¹	0.82
Number of recordable work-related injuries	#	2 ¹	3	3
Rate of recordable work-related injuries	#	0.73 ¹	0.95 ¹	0.82
Number of fatalities as a result of work-related ill health	#	0	0	0
Number of cases of recordable work-related ill health	#	0	0	0
Occupational Health, employees				
Absence due to sickness	%	1.14	1.50	1.39
Health and Safety Management System*				
Number of all employees and workers (non-employees) who are covered by such a system	#	1,994	2,268	2,590
% of all employees and workers (non-employees) who are covered by such a system	%	100	100	100

Occupational Health and Safety	Unit	2021	2022	2023
Number of all employees and workers (non-employees) who are covered by such a system and has been internally audited	#	1,994	2,268	2,590
% of all employees and workers (non-employees) who are covered by such a system and has been internally audited	%	100	100	100
Number of all employees and workers (non-employees) who are covered by such a system and has been audited or certified by an external party	#	1,994	2,268	2,590
% of all employees and workers (non-employees) who are covered by such a system and has been audited or certified by an external party	%	100	100	100
Notes: ¹ Data was restated due to clerical error ² Calculated over a 12-month rolling average. For this table, the full-time employees and contract employees are calculated as the average number of employees and contractors working for Qatar Steel over the year.				

Achieving a Profitable Growth and Business Portfolio

Health and Safety Training

Health and Safety Training ¹	Unit	2021	2022	2023
HS training to employees	Hours	30,892	43,466	20,598
Average number of H&S training per employee	Hours / employee	29.17	38.30	18.18
H&S training to contractors	Hours	9,185	9,408	11,382
Average number of H&S training per contractor	Hours / contractor	10.15	8.89	8.95
Total hours of training	Hours	40,077	52,874	31,980
Notes: ¹ Figures restated due to recalculation				

Creating a Balanced Ecosystem

Energy (efficiency, intensity, and renewables)

Energy	Unit	2021	2022	2023
Direct Energy Consumption (fuel)	GJ	10,464,591	19,595,479	20,580,243
Indirect Energy Consumption (electricity)	GJ	2,770,400	3,440,315	3,632,055
Total Energy Consumption	GJ	13,234,991	23,035,794	24,212,298
Energy Intensity - Crude	GJ/ tonne of crude steel produced	13.21	21.29	21.12
Energy Intensity - Molten	GJ/ tonne of molten steel produced	13.11	21.13	20.96

Air Emissions (GHG and others)

Emissions	Unit	2021	2022	2023
Scope 1 emissions	Tonnes CO ₂ eq	591,301	983,183	1,053,159
Scope 2 emissions	Tonnes CO ₂ eq	367,102	463,869	481,046
Total GHG emissions	Tonnes CO ₂ eq	958,403	1,447,052	1,534,205
GHG intensity - Crude	Tonnes CO ₂ eq/ tonne of crude steel produced	0.96	1.34	1.34
GHG intensity - Molten	Tonnes CO ₂ eq/ Tonne of molten steel produced	0.95	1.33	1.33

Transport Impact Assessment Raw Materials	Unit	2021	2022 ¹	2023
% of km travelled on road	%	3.49	2.49	0.76
% of km travelled by sea	%	96.51	97.51	99.24
Overall distance travelled by tonne of raw material	km/tonne	0.15	0.16	0.05
Notes: ¹ Figures restated due to recalculation				

Transport Impact Assessment Sold Product	Unit	2021	2022 ¹	2023
% of km travelled on road	%	90.21	92.29	91.89
% of km travelled by sea	%	9.79	7.71	8.11
Overall distance travelled by tonne of sold product	km/tonne	1.18	0.70	0.68
Notes: ¹ Figures restated due to recalculation				

Methane Management	Unit	2021	2022	2023
Methane Fugitive Emissions	Tonnes	1.9	3.6	10.2

Air Emissions	Unit	2021	2022	2023
SO ₂	Tonnes	97	78	39
NO _x	Tonnes	460	464	705
PM	Tonnes	206	169	208

Waste Management

Waste Management ^{1,2}	Unit	2021	2022	2023
Total waste generated	Tonnes	1,147	1,273	1,465
Hazardous waste directed to disposal	Tonnes	2.14	0.13	1.45
Non-hazardous waste directed to disposal	Tonnes	736	834	948
Total waste directed to disposal	Tonnes	738	834	949
Hazardous waste diverted from disposal	Tonnes	71	82	112
Non-hazardous waste diverted from disposal	Tonnes	337	356	404
Total waste diverted from disposal	Tonnes	409	439	516
Total waste recycled	%	36	34	35

Notes:
¹ The waste streams listed in this table do not include by-products.
² The waste managed during the reporting year is equal to the waste generated during the reporting year and the waste carried over from the previous year, minus the waste carried over to the following year.

Waste Type	Waste Generated	Unit	2021	2022	2023
Hazardous Waste	Disposed Oily Sludge & Grease	Tonnes	66	10	27.42
	Medical Waste	Tonnes	0.14	0.13	0.14
	Silica gel	Tonnes	2	0	0
	Battery Acids, Paints, Expired Chemicals, Thinner	Tonnes	0	0	0
	Batteries	Tonnes	0	0	23.50
	Neutralised Chemicals	Tonnes	0	0	1.30
	Electronic Waste including ink cartridge	Tonnes	5.87	4.48	13.03
	Used Oil	Tonnes	0	67	46.67
	Used Oil Filters	Tonnes	0	0.67	1.00
Non-hazardous Waste	Wood	Tonnes	548	645	668.31
	Domestic Waste	Tonnes	264	269	272.14
	General Waste	Tonnes	188	189	279.40
	Plastic	Tonnes	68	84	119.91
	Paper	Tonnes	5	3	12.16

Waste Type	Waste Generated	Unit	2021	2022	2023
Total waste generated during the year		Tonnes	1,147	1,273	1,465
Total hazardous waste generated during the year		Tonnes	74	83	113
Total non-hazardous waste generated during the year		Tonnes	1,073	1,190	1,352

Waste Type	Unit	2021	2022	2023	Disposal Method, 2023	
Waste Diverted from Disposal						
Hazardous Waste	Disposed Oily Sludge & Grease	Tonnes	66	10	27	Disposed through third party contractor
	Electronic Waste including ink cartridge	Tonnes	5.87	4.48	13	Disposed through third party approved contractor for recycling.
	Used Oil	Tonnes	0	67	47	Disposed through third party approved contractor for recycling.
	Used Oil Filters	Tonnes	0	0.67	1	Disposed through third party approved contractor for recycling.
	Batteries	Tonnes	0	0	24	Disposed through third party contractor for recycling.
Non-hazardous Waste	Domestic Waste	Tonnes	264	269	272	Disposed through third party contractor for recycling.
	Plastic	Tonnes	68	84	112	Disposed through third party contractor for recycling.
	Paper	Tonnes	5	3	12	Disposed through third party contractor for recycling.
Waste Directed to Disposal						
Hazardous Waste	Medical Waste	Tonnes	0.14	0.13	0.15	Incineration
	Silica gel	Tonnes	2	0	0	-
	Neutralised Chemicals	Tonnes	0	0	1.3	Incineration
Non-hazardous Waste	General Waste	Tonnes	188	189	279	Landfilling
	Wood	Tonnes	548	645	668	Landfilling

Materials and Circular Economy

Recycled Raw Materials used for Steel Making	Unit	2021	2022	2023
Total raw materials to the process ¹	Tonnes	1,185,516	1,294,368	1,374,999
Scrap used in the process	Tonnes	370,990	308,010	280,519
% of scrap in metallic charge weight ²	%	33	25	22
Total Recycled Input Materials ³	Tonnes	376,654	312,243	302,379
% of Recycled Input Materials ³	%	32	24	22

Notes:

¹ Total raw materials used for steel making includes Scrap, DRI/HBI, Ferroalloys, Carburiser, RBQ, Carbon Injection Material, Lime, Dolomite, Lump Coke.

² Metallic charge includes DRI, HBI, HBI Chips/Fines, DRI Fines, RBQ and Scrap.

³ Total Recycled Materials include Scrap, RBQ (Reduced Briquettes), MgO-C bricks.

Recycled by-products (internally and/or externally)	Unit	2021	2022	2023
EF slag	Tonnes	71.35	306,246	1,439,881.64
EF slag ¹	%	0.1	233	972
Other by products recycled	Tonnes	108,8322	408,713	1,413,012
Other by-products recycled ¹	%	72	164	577
Total recycled by-products	Tonnes	108,903 ²	714,959	2,852,894
Total recycled by-products ¹	%	43	188	726

Notes:

¹ Percentages are calculated as the amount of material recycled during the year, over the amount of the same material generated during the year. Percentages higher than 100 indicate that the by-product recycled was not only produced in the reporting year, but also in previous years.

² Restated due to clerical errors

By-products generated	Unit	2021	2022	2023
Oxide Fines	Tonnes	29,894	78,524	78,057
Mill Scale	Tonnes	10,250	9,690	10,252
DR Slurry + Classifier dust	Tonnes	7,297	15,742	21,907
DR Fines / HBI Fines	Tonnes	10,165	24,103	19,039

By-products generated	Unit	2021	2022	2023
DR dust	Tonnes	7,486	18,719	15,976
EAF Dust	Tonnes	21,300	21,978	16,173
Alloy dust	Tonnes	497	748	286
EF Slag	Tonnes	99,714	131,422	148,137
Collected dust	Tonnes	20,840	26,759	28,237
Undersize Limestone	Tonnes	3,303	6,030	5,122
Undersize dolostone	Tonnes	2,465	5,008	11,312
Lime fines - pulverised lime	Tonnes	1,175	515	329
Hydrated Lime	Tonnes	0	0	0
Dololime fines	Tonnes	526	764	1,294
Return Scrap + Slag Separated Material	Tonnes	36,738	40,156	36,694
Bricks / Refractories / Roof / Tundish	Tonnes	47	93	16

By-products recycled/sold	Unit	2021	2022	2023	Disposal Method,2023
Oxide Fines	Tonnes	17,820	45,686	105,515	Sold to External Customers
Mill Scale	Tonnes	8,085	8,800	7,338	Sold to External Customers
DR Slurry + Classifier dust	Tonnes	9,500	0	21,990	Dispatched to local cement company
DR Fines / HBI Fines	Tonnes	3,745	23	10,475	Recycled in cold briquetting plant to produce briquettes
DR dust	Tonnes	0	20	11,171	Recycled in cold briquetting plant to produce briquettes
EAF Dust	Tonnes	0	19,218	48,572	Recycled in neighbouring cement manufacturing company for cement clinker production.
EF Slag	Tonnes	71	306,246	1,439,882	Processed to aggregates for construction application.
Collected dust	Tonnes	0	271,371	1,153,111	Recycled through a third party

By-products recycled/sold	Unit	2021	2022	2023	Disposal Method,2023
Undersize Limestone	Tonnes	1,643	8,686	3,759	Sold to external customers + Recycled internally 1,666 Tons Sold 2,093 Tons Recycled internally
Undersize dolostone	Tonnes	13,727	9,607	3,775	Recycled internally for land filling/yard.
Lime fines - pulverised lime	Tonnes	3,232	0.0	441	Recycled Internally
Dololime fines	Tonnes	1,398	438	473	Sold to External Customer
Hydrated Lime	Tonnes	0	0	2,037	From the old stock, sold to external customer
Return Scrap + Slag Separated Material	Tonnes	46,379	40,632	44,355	Recycled at EAF
Bricks / Refractories / Roof / Tundish	Tonnes	3,303	4,233	0	-

Material Efficiency	Unit	2021	2022	2023
Material Efficiency	%	84.50	83.59	83.38
Notes: The raw materials included in the calculation are scrap, DRI/HBI, ferroalloys, carburiser, Reduced Briquettes, carbon injection material, lime dololime, and lump coke. The semi-finished products include billet, bloom, and slab				

Water and Effluents

Water Management	Unit	2021	2022	2023
Total water withdrawn	m ³	51,638,160	142,266,598	132,067,613
Seawater withdrawn ¹	m ³	51,200,551	141,434,412	131,194,834
Freshwater withdrawn ²	m ³	437,609	832,186	872,779
Freshwater intensity ¹	m ³ / tonne of Molten Steel Produced	0.44	0.77	0.76
Total water discharged	m ³	51,358,254	141,938,090	131,619,963

Water Management	Unit	2021	2022	2023
Total water consumption	m ³	279,906	328,508	447,650
Wastewater treated	m ³	253,694	636,307	629,881
Wastewater treated and recycled or reused	m ³	95,991	132,629	204,752
Wastewater treated and recycled or reused ^{1,3}	%	37.8	20.8	32.5
Notes: <ul style="list-style-type: none"> • Qatar Steels uses the term "freshwater" to indicate the water purchased from Kahramaa, this is desalinated seawater. • The percentage of water reused and recycled is calculated as the total volume of water reused and recycled over the total amount of wastewater generated by the process. 				

Contributing to National Growth and Development

Qatarisation

Qatarisation	Unit	2021	2022	2023
Qatari employees	#	152	153	151
Qatarisation rate	%	14.31	13.29	13.48
Qatari new hires	#	1	6	8
Qatari senior management	#	1	1	9

Community trust, health, and investment (CSR)

Community trust, health, and investment	Unit	2021 ¹	2022	2023
Amount spent for CSR projects	QAR	0	35,000	100,000
Notes: <p>¹ Due to the challenges of budgetary restrictions arising from the COVID-19 pandemic situation, Qatar Steel was unable to make annual investments in local CSR projects.</p>				

Developing a High Performing and Motivated Team

Recruitment and Management of talents

Workforce Composition ¹	Unit	2021	2022	2023
By Contract				
Full time Employees	#	1,062	1,151	1,133
Full time Contract Employees ²	#	950	1,058	1,272
Total staff	#	2,012	2,209	2,405
By Gender (full-time employees)				
Female	#	8	10	12
Male	#	1,054	1,141	1,121
By Age Group (full-time employees)				
18-30	#	57	58	34
31-40	#	436	435	376
41-50	#	426	480	489
51-60	#	142	175	229
60+	#	1	3	1
By Level (full-time employees)				
Senior Management	#	27	32	34
Middle Management	#	169	177	184
Staff	#	866	942	911
<p>Notes:</p> <p>¹ For this table and following calculations, the full-time employees are defined as those under sponsorship and payroll of the organisation. Contract employees are calculated as the average number of contract employees working for Qatar Steel.</p> <p>² Hiring and Employment of contract workers is done by Procurement.</p>				

New Hires and Attrition	Unit	2021	2022	2023
New employee hires				
Total number of new employee hires	#	37	106 ¹	27
New employees, by gender				
Female	#	0	3	3
Male	#	37	103	24
New employees, by age group				
18-30	#	4	15	5
31-40	#	15	44	11
41-50	#	13	33	10
51-60	#	5	13	1
60+	#	0	1	0

New Hires and Attrition	Unit	2021	2022	2023
Employees who left the organisation				
Total number of employees who left the organisation	#	47	28	44 ²
Employees who left the organisation, by gender				
Female	#	0	1	1
Male	#	47	27	43
Employees who left the organisation, by age group				
18-30	#	5	1	1
31-40	#	21	10	7
41-50	#	17	7	15
51-60	#	4	9	11
60+	#	0	1	10
Turnover rate ³	%	4.4%	2.4%	3.9%

Notes:

¹ The significant increase in hiring in 2022 is due to DR2 start-up with an increased production and is based on business need.

² Please note that 10 cases were due to retirement cases.

³ Please note that turnover rate is calculated as the ratio between the total number of employees that left the organisation and the Board Approved Headcount.

Diversity and Equal Opportunities

Diversity and Equal Opportunities	Unit	2021	2022	2023
Women in the workforce	%	0.75	0.87	1.06

Fair Wages	Unit	2021	2022	2023
Median income of men	QAR	11,800	11,499	12,069
Median income of women	QAR	12,900	16,136	15,452
Gender Pay Gap	%	-9	-40	-28
Ratio of average salary of women to men	-	1.09	1.40	1.28
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	-	11.40	9.2	10.14

Notes:

- The highest-paid individual is at the maximum pay allowed by the organisation.

Training Company-Wide	Unit	2021	2022	2023
Total cost of training	QAR	619,392	1,282,785	1,745,533
Total hours of trainings for female employees	Hours	4	246	550
Total hours of trainings for male employees	Hours	31,215	36,827	41,560
Total number of training hours	Hours	31,219	37,073	42,110
Average hours of training for female employees	Hours / female employees	0.5	24.6	45.83
Average hours of training for male employees	Hours / male employees	29.622	32.27	36.98
Average hours of training per employee	Hours / employees	29.40	32.21	37.07
Average hours of training for senior management	Hours / Senior Managers	9.7	21.1	36.0
Average hours of training for management	Hours / Managers	21.25	48.81	77.43
Average hours of training for staff	Hours / Staff	32.1	30.6	34.9
Average hours of training for Nationals	Hours / Nationals	27.2	49.5	58.3

Practice Good Governance

Governance and Ethics

Board Composition	Unit	2021	2022	2023
Number of members of the BoD	#	7	7	7
Number of executive members of the BoD	#	1	1	1
Number of non-executive members of the BoD	#	6	6	6
Number of males on the BoD	#	7	7	7
Number of females on the BoD	#	0	0	0
Number of members under 30 years old	#	0	0	0
Number of members between 30 and 50 years old	#	2	2	2
Number of members above 50 years old	#	5	5	5

Corruption	Unit	2021	2022 ¹	2023
Number of operations assessed for risks related to corruption	#	11	16	27
% of operations assessed for risks related to corruption	#	69	100	100

Procurement Practices

Local Procurement	Unit	2021	2022	2023
Total procurement spending	mQAR	1,890,022	3,294,532	2,701,453
Spending on local suppliers	mQAR	659,497	847,580	926,607
Spending on local suppliers	%	35	26	34

Spending on SMEs	Unit	2021	2022	2023
Spending on local SMEs	mQAR	151	188 ¹	112

Notes:

¹ Restated due to recalculation.

APPENDICES



APPENDIX A Reporting Scope and Boundaries	132
APPENDIX B Maturity Assessment	133
APPENDIX C Stakeholder Engagement Map	139
APPENDIX D GRI Content Index	140
APPENDIX E Acronyms	147



APPENDIX A

Reporting Scope and Boundaries

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

APPENDIX B

Maturity Assessment

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

Sustainability Principles and Practices	Maturity Level	Objectives & Plan(s) / Program(s)
<p>Inclusivity</p>	<p>Stakeholder identification, and mapping. Stakeholder issue identification</p> <p>Proactive and Learning</p>	<ol style="list-style-type: none"> 1. Engaged with MOECC to ensure compliance with all applicable external regulations & requirements for CTO. 2. Continual engagement of employees through satisfaction surveys and code of ethics that helps the management in identifying their main concerns. 3. Annual stakeholder mapping for identifying channels of engagement, main concerns, and responses to them. 4. Development of Stakeholder Advisory Group comprising representatives from key stakeholders to act as an advisory the body is in process and developed internal governance structures for effective engagement. 5. Qatar Steel actively gathers feedback on its sustainability reporting and its performance through a form available on the website from all stakeholders. 6. Certified for ISO 9001, ISO 14001, ISO 45001, CARES Sustainability and Responsible Sourcing (BES 6001), ISO 17025, and Product certification. 7. Qatar Steel is continuously identifying the new and potential stakeholders who are important to meet the short term and long-term goals. 8. Qatar Steel has well-developed policy and procedures to address the issues raised by stakeholders such as customer claims, supplier concerns, employee grievances etc. 9. Annual customer satisfaction surveys conducted by Sales/Marketing department. 10. From stakeholder's engagement activities, relevant issues which effects the company's activities are identified and reviewed by respective departmental focal points and discussed during the concerned management meetings to address the issues effectively.

<p>Inclusivity</p>	<p>Open engagement in various formats for various stakeholders.</p> <p>Communication of organisation response to issues raised.</p>	<p>Proactive and Learning</p>	<ol style="list-style-type: none"> 1. Engaged with MoECC to ensure all targets agreed in the CTO are managed and reported correctly. 2. Certified for its Sustainability Excellence by Gulf Organisation for Research and Development (GORD). 3. Environmental Monitoring Programs are in place to ensure compliance with all applicable regulations. 4. Qatar Steel has integrated sustainability into its corporate strategy and has implemented a sustainability roadmap that identifies opportunities/risks associated, which is quarterly reviewed in Balance Score Card meeting. 5. An integrated ERM framework is in place to manage business risks. 6. To further enhance business resiliency, Qatar Steel established a comprehensive Business Continuity Management System (BCMS) in 2017. 7. Sustainable development is part of risk management through the ERM. 8. Qatar Steel also a member of World Steel Association Sustainability Charter. 9. Sustainability KPIs are reported to QatarEnergy, Industries Qatar, World Steel Association, CARES and Earthna Qatar. 10. In 2023, Qatar Steel became member of ResponsibleSteel. 11. Qatar Steel is a member of World Steel Association and actively participates in meetings of various committees such as Environmental Committee, Sustainability Reporting Expert Group, Safety and CO2 data collection program etc. 12. Qatar Steel has various policies and procedures to respond to relevant issues raised by stakeholders such as customer claim handling, supplier concerns, employee complaints etc.
---------------------------	---	-------------------------------	--

Integrity	Leadership shown - clear Accountabilities documented	Proactive and learning	<ol style="list-style-type: none"> 1. Commitment from QS MD & CEO for leading the regional market sector on sustainability issues. 2. The sustainability Policy is reviewed and approved by QS MD & CEO on a yearly basis/as and when required. The updated Sustainability Policy is published in QS website. 3. Adhered to CARES Quality and Operations Assessment Schedule, ISO 9001, Quality Management System, and CARES Product Certification since 2006. 4. Sustainability objectives developed through the Management Systems (QMS, EMS, OH & S) are in place. Additionally, there is a well-developed sustainability framework and commitments. 5. Maintains certificates for Sustainable Constructional Steel (SCS) and Responsible sourcing (BES 6001) certified by CARES. 6. Qatar Steel is a member of the World Steel Association's (worldsteel) revised and expanded Sustainability Charter. 7. Qatar Steel has a Code of Ethics & Business Conduct, Discipline, Harassment and Grievance Handling procedures, and fraud risk management policy.
	Integrity risks identified and managed	Proactive and learning	<ol style="list-style-type: none"> 1. Adopted Environmental Management System complying to ISO 14001 and Occupational Health and Safety Management System according to ISO 45001. 2. Adopted a comprehensive and integrated ERM framework for mitigating the various risks to which the businesses are exposed in the course of their operations and strategic actions. The risk register identifies the monitoring and control measures to mitigate and reduce the risk to an acceptable level. The BCM is identifying and monitoring the overall business risks of the Company.
	Code of Conduct adopted	Proactive and learning	<ol style="list-style-type: none"> 1. Qatar Steel Code of Ethics and Business conduct with a message from the Chairman of the Board and MD & CEO reaffirms its commitment to the highest ethical and legal principles of accountability, excellence, fairness, honesty, and respect. 2. Qatar Steel has Human Rights Policy which is published in QS website.

Stewardship	Sustainable development culture	Proactive and learning	<ol style="list-style-type: none"> 1. The culture of sustainable development is fully integrated at all levels. Sustainability objectives are well integrated into all departmental levels, and its performance is being monitored through the Balanced scorecard system. 2. A sustainability focal point in each department and links departmental sustainability objectives with the organisational sustainability roadmap. 3. Qatar Steel allocates a dedicated budget for community investment. 4. Qatar Steel has CARES Sustainable Constructional Steel Certification with a Rosette 1 rating. 5. Qatar Steel has Qatar Sustainable Constructional Material Certification from Earthna (member of Qatar Foundation).
	Responsible / Sustainable Supply chain approach adopted	Proactive and learning	<ol style="list-style-type: none"> 1. Suppliers are selected based on technical compliance, cost, delivery time, environmental, safety, and human rights performance criteria. 2. Key raw material suppliers are evaluated for the sustainability aspects. 3. Sustainability Impact Assessment is also carried out. 4. Qatar Steel has CARES - BES 6001 Responsible Sourcing certification with a "Very Good" rating. 5. Further developments related are expected in the coming year. 6. In 2023, Qatar Steel became a member of ResponsibleSteel.
	Systematic Environmental Management	Proactive and learning	<ol style="list-style-type: none"> 1. Comprehensive environmental impact/ risk management functions that investigate environmental risks in the organisation and communicate to the Board through the Audit Committee. <p>Qatar Steel has implemented Environment Management System ISO 14001 which is being audited and certified by CARES.</p>

Stewardship	Systematic Social Management	Proactive and learning	<p>Community Investment and Engagement of the local community is in place through Public Relations, CSR Department and Human Capital Department.</p> <p>As part of Qatar Steel strategic goals, it is committed to empowering local communities. To achieve this, Qatar Steel has established ambitious targets that include augmenting CSR spending, developing a comprehensive CSR strategy and framework, and implementing a CSR Policy.</p> <p>Qatar Steel has introduced intense internship programs, lasting eight to twelve weeks every year, for students and/or graduates from various scientific backgrounds.</p> <p>In line with Qatar Steel's commitment to employee well-being and community service, Qatar Steel continues to take proactive measures in organising and participating in events and activities.</p>
	Systematic Economic Management	Proactive and learning	<ol style="list-style-type: none"> 1. Since 2003, Qatar Steel has been fully owned by Industries Qatar (IQ), a subsidiary of QatarEnergy with investments in the petrochemicals, fertiliser, and steel sectors. 2. Qatar Steel strives to stay up to date with all the latest developments in the industry and is constantly seeking out new opportunities for growth. 3. At Qatar Steel, we have established several comprehensive processes and procedures that assess the company's financial well-being and growth over time. This includes evaluating the financial aspects of operations, revenue generation, and profitability. From a sustainability context, we also assess how our economic value is distributed to stakeholders, through factors such as wages, and procurement of goods and services, amongst others.
	Skills and training	Proactive and learning	<ol style="list-style-type: none"> 1. A training plan including theoretical and practical training regarding quality, environment, H&S and Sustainability is in place. 2. Sustainability Portal is created in an intranet where Sustainability related knowledge sheets are shared. 3. As part of the constant efforts to improve our services and to make learning accessible to all, Learning & Development Department has launched Qatar Steel steeluniversity LMS portal. Qatar Steel has partnered with World Steel Association to provide online training to all employees related to Steel Making technology, HSE and Sustainability topics.

Stewardship	Career development	Proactive and learning	<ol style="list-style-type: none"> 1. The performance Appraisal System is in place. 2. To attract fresh talent, we adhere to local industry best practices by offering competitive pay packages, specialised training programs, and continuous career development opportunities. Our attractive salary and benefits packages include group insurance, retirement benefits, tuition reimbursement, sick leave, and paid vacation. 3. We actively support educational opportunities through scholarships and sponsorship programmes, as well as providing alternative work arrangements for newly hired Qatari trainees. 4. At Qatar Steel, we are fully committed to upholding fair wages for all our employees, with a particular emphasis on eliminating any gender disparities. We firmly believe that compensation should be based on merit and job responsibilities, rather than any other factors.
Transparency	Identify appropriate metrics/ KPIs, Monitor performance	Engaged	<ol style="list-style-type: none"> 1. Sustainability Road Map objectives are reviewed quarterly during the Balance Score Card meeting. 2. The management Review meeting is undertaken annually, and objectives/targets are set to reflect continual improvement as a part of Sustainability Management.
	Publicly report management practices and performance, Review performance	Proactive and learning	<ol style="list-style-type: none"> 1. Qatar Steel has been issuing Sustainability Reports from 2011 annually providing a transparent channel of its sustainability performance to its stakeholders. 2. Qatar Steel also published its commitment to Sustainability principles by becoming a member of the World Steel Association's Sustainability Charter. 3. Qatar Steel's ESG performance has been published in Industries Qatar ESG report. 4. Sustainability Road Map objectives are reviewed quarterly during the Balance Score Card meeting.

APPENDIX C

Stakeholder Engagement Map

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



Stakeholders



Stakeholders Expectations



Ways of Engaging with our Stakeholders



Why our Stakeholders Important to us?



Why are we important to our Stakeholders?



APPENDIX D

GRI Context Index

Statement of use	Qatar Steel has reported in accordance with the GRI Standards for the period 1st January 2023 to 31st December 2023
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

GRI Standards/ Other Source	Disclosure	Location	Omission			GRI Sector Standard Ref. No.
			Requirement(s)	Reason	Explanation	
General Disclosure						
GRI 2: General Disclosures 2021	2-1 Organisational details	18-20				
	2-2 Entities included in the organization's sustainability reporting	4, 20				
	2-3 Reporting period, frequency and contact point	4				
	2-4 Restatements of information	55, 56, 64, 69, 117, 119, 122, 129				
	2-5 External assurance	This report has not been externally assured				
	2-6 Activities, value chain and other business relationships	21				
	2-7 Employees	88, 89				
	2-8 Workers who are not employees	88				
	2-9 Governance structure and composition	98, 99				
	2-10 Nomination and selection of the highest governance body	98				
	2-11 Chair of the highest governance body	98, 99				
	2-12 Role of the highest governance body in overseeing the management of impacts	98				
	2-13 Delegation of responsibility for managing impacts	98				
	2-14 Role of the highest governance body in sustainability reporting	Qatar Steel's Chairman is responsible for reviewing and approving the whole Sustainability Report, including the organisation's material topics				

GRI 2: General Disclosures 2021	2-15 Conflicts of interest	98				
	2-16 Communication of critical concerns	No critical concerns were communicated to the highest governance body during the reporting period				
	2-17 Collective knowledge of the highest governance body			Information unavailable/incomplete	Qatar Steel is working on compiling and disclosing this information in the future	
	2-18 Evaluation of the performance of the highest governance body	98				
	2-19 Remuneration policies	98				
	2-20 Process to determine remuneration	92				
	2-21 Annual total compensation ratio	128				
	2-22 Statement on sustainable development strategy	10-13				
	2-23 Policy commitments	26, 61, 74, 80, 88, 92, 98, 100, 101, 102, 103, 104, 105, 109, 111, 112, 133, 135, 137				
	2-24 Embedding policy commitments	26, 61, 74, 80, 88, 92, 98, 100, 101, 102, 103, 104, 105, 109, 111, 112, 133, 135, 137				
	2-25 Processes to remediate negative impacts	100, 104				
	2-26 Mechanisms for seeking advice and raising concerns	100, 104				
	2-27 Compliance with laws and regulations	100, 101, 103				
	2-28 Membership associations	https://www.qatarsteel.com.qa/chairmans-message/qatar-steel-memberships/				
	2-29 Approach to stakeholder engagement	105, 139				
2-30 Collective bargaining agreements	95					

Material Topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	27-29				
	3-2 List of material topics	28, 29				
Product Stewardship						
GRI 3: Material Topics 2021	3-3 Management of material topics	34-36				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	36				

GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	36				
	417-3 Incidents of non-compliance concerning marketing communications	36				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	36				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	36				
Economic Performance						
GRI 3: Material Topics 2021	3-3 Management of material topics	42-44				
	201-1 Direct economic value generated and distributed	42				
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	88, 89				
	201-4 Financial assistance received from government	Qatar Steel did not receive financial assistance from the government				
GRI 207: Tax 2019	207-1 Approach to tax	43				
	207-2 Tax governance, control, and risk management	43				
	207-3 Stakeholder engagement and management of concerns related to tax	43				
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	48-56				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	48-51				
	403-2 Hazard identification, risk assessment, and incident investigation	48, 50, 52				
	403-3 Occupational health services	50, 51				
	403-4 Worker participation, consultation, and communication on occupational health and safety	49				
	403-5 Worker training on occupational health and safety	55, 56				
	403-6 Promotion of worker health	50, 51				
	403-8 Workers covered by an occupational health and safety management system	49, 55				
	403-9 Work-related injuries	54				
403-10 Work-related ill health	54					

Emergency Response Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	57				
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	57				
Air Emissions (GHG and others)						
GRI 3: Material Topics 2021	3-3 Management of material topics	62-65				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	63				
	305-2 Energy indirect (Scope 2) GHG emissions	63				
	305-4 GHG emissions intensity	63				
	305-5 Reduction of GHG emissions	63				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	65				
Energy (efficiency, intensity and renewables)						
GRI 3: Material Topics 2021	3-3 Management of material topics	61, 62				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	62				
	302-3 Energy intensity	62				
	302-4 Reduction of energy consumption	62				
Materials and Circular Economy						
GRI 3: Material Topics 2021	3-3 Management of material topics	68-72				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	68, 69				
	301-2 Recycled input materials used	68, 69				
Water and Effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	72-74				
GRI 301: Materials 2016	303-1 Interactions with water as a shared resource	72				
	303-2 Management of water discharge-related impacts	73				
	303-3 Water withdrawal	74				
	303-4 Water discharge	74				
	303-5 Water consumption	74				

Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	66, 67				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	66, 67				
	306-2 Management of significant waste-related impacts	66				
	306-3 Waste generated	66				
	306-4 Waste diverted from disposal	66				
	306-5 Waste directed to disposal	66				
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	74, 75				
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	74, 75				
Community trust, health, and investment (CSR)						
GRI 3: Material Topics 2021	3-3 Management of material topics	80-85				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	80-85				
Qatarisation						
GRI 3: Material Topics 2021	3-3 Management of material topics	78, 79				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	79				
Recruitment and Management of Talents						
GRI 3: Material Topics 2021	3-3 Management of material topics	88-91				

GRI 401: Employment 2016	401-1 New employee hires and employee turnover	89, 90				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	89				
Diversity and Equal Opportunities						
GRI 3: Material Topics 2021	3-3 Management of material topics	91, 92				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	88, 98				
	405-2 Ratio of basic salary and remuneration of women to men	92				
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	92				
Training and Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	93, 94				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	94				
	404-2 Programs for upgrading employee skills and transition assistance programs	93				
	404-3 Percentage of employees receiving regular performance and career development reviews	94				
Labour Management Relationships						
GRI 3: Material Topics 2021	3-3 Management of material topics	95				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	95				
Governance, Ethics, Compliance, and Integrity						
GRI 3: Material Topics 2021	3-3 Management of material topics	98-102				

GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	101				
	205-2 Communication and training about anti-corruption policies and procedures	100				
	205-3 Confirmed incidents of corruption and actions taken	100				
Human Rights						
GRI 3: Material Topics 2021	3-3 Management of material topics	104, 105				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	105				
Procurement Practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	102-104				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	103, 104				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	103				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	103				
Reporting and Stakeholder Engagement						
GRI 3: Material Topics 2021	3-3 Management of material topics	105				
Environmental Risk Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	60, 61				
Innovation, Digitalisation, and Sustainable Solutions						
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 39				
Operational Efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	44, 45				

APPENDIX E

Acronyms

Acronym	Description
AAQMS	Ambient Air Quality Monitoring Systems
AGT	Authorized Gas Tester
AISU	Arab Iron and Steel Union
API	American Petroleum Institute
ASTM	American Society for Testing and Materials
BBS	Behaviour Based Safety
BCMS	Business Continuity Management System
BF	Blast Furnace
BOF	Basic Oxygen Furnace
BRE	Building Research Establishment
BS	British Standard
CARES	Certification Authority for Reinforcing Steel
CC	Continuous Caster
CCTV	Closed-circuit television
CDRI	Cold Direct Reduced Iron
CEDD	Civil Engineering and Development Department
CEMS	Continuous Emission Monitoring System
CEO	Chief Executive Officer
CO ₂	Carbon Dioxide
CO ₂ eq	Carbon Dioxide Equivalent
COSO	Committee of Sponsoring Organizations
COVID-19	Coronavirus disease 2019
CRM	Customer Relations Management
CSM	Contractor Safety Management
CSR	Corporate Social Responsibility
CTO	Consent To Operate
DCL	Dubai Central Laboratory
DG	Regulations and Enforcement Directorate
DR	Direct Reduction
DRI	Direct Reduced Iron

EAF	Electric Arc Furnace
EBT	Eccentric Bottom Tapping
EMS	Environmental Management System
EPD	Environmental Product Declaration
ERP	Enterprise Resource Planning
ERM	Enterprise Risk Management
ESG	Environmental Social and Governance
FBE	Fusion Bonded Epoxy
FZE	Free Zone Establishment
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GHG	Greenhouse Gasses
GIIC	Bahrain, Gulf Industrial Investment Co.
GJ	Giga Joule
GORD	Gulf Organization for Research and Development
GPCA	Gulf Petrochemicals and Chemicals Association
GRI	Global Reporting Initiative
HBI	Hot Briquetted Iron
HIRA	Hazard Identification & Risk Assessment
HMI	Human Machine Interface
HSE	Health, Safety, and Environment
ICV	In-Country Value
IEA	International Energy Agency
IEC	International Electrotechnical Commission
IFRS	International Financial Reporting Standards
ILAC	International Laboratory Accreditation Cooperation
ILO	International Labour Organization
IOGP	International Oil and Gas Producers Association
IQ	Industries Qatar
IR	Integrated Reporting
ISO	International Organization for Standardization
IT	Information Technology
IUCN	International Union for Conservation of Nature
JIS	Japanese Industrial Standards

JSA	Job Safety Analysis
kg	Kilogram
KILN	Calcined Limestone
KMT	Kilo Metric Tonnes
KPI	Key Performance Indicator
KUCAS	Kuwait Conformity Assurance Scheme
kWh	Kilowatt-hour
l	Litres
LCA	Life Cycle Assessment
LDAR	Leak Detection & Repair
LF	Ladle Furnaces
LOTO	Lock-Out and Tag-Out
LTIFR	Lost Time Injury Frequency Rate
m ³	Cubic Metres
MD	Managing Director
MENA	Middle East and North Africa
mg/Nm ³	Milligram per normal cubic metre
MIC	Mesaieed Industrial City
MMI	Man-Machine Interface
MMT /MT	Million Metric Tonnes / Metric Tonnes
MoECC	Ministry of the Environment and Climate Change
MOPH	Ministry of Public Health
MTC	Medical Treatment Case
NO _x	Nitrogen Oxides
NZLD	Near Zero Liquid Discharge
OECD	Organization for Economic Co-operation and Development
OHC	Occupational Health Centre
PHA	Process Hazard Analysis
PM	Particulate Matter
PMS	Process Safety Management
OHSAS	Occupational Health and Safety Assessment Series
QC Circle	Qatar Steel's Quality Control Circle
Q-Coat	Qatar Metals Coating Company
QC Circle	Qatar Steel's Quality Control Circle

QIMC	Qatar Industrial Manufacturing Company
QNV 2030	Qatar National Vision 2030
QPSC	Qatar Steel Company
QR or QAR	Qatari Rial
QR Code	Quick Response Code
QS	Qatar Steel
QSMS	Qatar Steel Medical Service
RBO	Reduced Briquettes
Rebar	Reinforcing steel bar or Reinforcing steel
RM	Rolling Mill
RWC	Restricted Work Case
SASO	Saudi Standards, Metrology and Quality Organization
SCE	Safety Critical Equipment
SCS	Sustainable Constructional Steel
SDGs	United Nations Sustainable Development Goals
SEA	Southeast Asia
SIRIM	Standards and Industrial Research Institute of Malaysia
SMEs	Small and Medium Enterprises
SOx	Sulfur Oxides
SS	Singapore Standards
SWOT	Strength, Weakness, Opportunity and Threat
TRC	Total Recordable Cases
TURKAK	Turkish Accreditation Institution, Turkey
UAE	United Arab Emirates
USCO	United Stainless-Steel Company
WFE	Waste Free Environment Program
WSA	World Steel Association





Sustainability Contact Address at Qatar Steel:

P.O. Box: 50090

Email:

sustainability@qatarsteel.com.qa

Official Website:

www.qatarsteel.com.qa

Location #01:

Mesaieed Industrial City (MIC), State of Qatar

Location #02:

Doha Office: Al-Hilal, State of Qatar

Support in preparing the report provided by Sustainability Excellence

Year of Release: 2024

www.qatarsteel.com.qa

Please follow us in social media:

