

# WORKING TOWARDS A **SUSTAINABLE FUTURE**

2019 NPCC Sustainability Report



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Eng. Ahmed Al Dhaheri



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# Message from the CEO

GRI Standard code: (102-14)

*Eng. Ahmed Al Dhaheri*

In partnership with our stakeholders and with the support of our valuable employees, we are proud to present the 2019 NPCC Sustainability Report. This, our second report, highlights our enduring commitment to the environment, economy and society of the UAE, and to ensuring we create a stronger, safer, and healthier world for future generations.

In 2019, we were internationally recognized by Guinness World Records for the 'Heaviest Single-Module Topside on a Fixed Steel Jacket'. We proudly left our mark on the local economy with a 72 per cent In Country Value score, one of the highest from an EPC contractor. In alignment with our roadmap, we will seek to further improve our scores in the coming years through our professional and collaborative efforts.

We remain committed to our stakeholders. We continue to deliver sustainable and added value, despite the complexity of our industry and its challenges. We remain compliant with international health, safety, and environmental standards, proactively seeking to reduce pollution and waste. We have also increased our focus on health and safety awareness programs to further educate and protect our employees.

Our support for our most valuable asset, our people, continued with the launch of a number of programs; namely Tamkeen, Tatweer, Qiyada, and Riyada. These initiatives are tailored to ensure employees can meet the future requirements of the company and industry. We also undertook multiple internship programs to support and engage students in the field.

Lastly, our corporate social responsibility efforts continued with our support for the Special Olympics World Games, Meer Ramadan, Kiswat Al Eid and many others. Giving back is an intrinsic part of NPCC's culture and many of us took pride in volunteering, both in a corporate and individual capacity, to support these worthy initiatives.

Thank you all for joining us on this journey towards improving our company, society and world.

**Eng. Ahmed Al Dhaheri**  
CEO

01

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# Legacy and track record

GRI Standard code: (102-1)

National Petroleum Construction Company (NPCC) was established in 1973 as a joint venture between Abu Dhabi National Oil Company (ADNOC) and the Consolidated Contractor Company (CCC). In 2004, ADNOC equity was transferred to SENAAT, an investment vehicle of Abu Dhabi government. Here, we show the key milestones of our journey.

## 1973

- NPCC founded by ADNOC and CCC

## 1974

- Saadiyat fabrication yard established
- Offshore construction division established

## 1978

- Offshore operation launched
- Pipe-coating yard established

## 1986

- Onshore construction division established
- Offshore fleet (HLS 2000) expanded
- Engineering division established
- First EPC award

## 1994

- FBE/PE/PP coating plant commissioned

## 1995

- Mussafah fabrication yard commissioned

## 2001

- First major EPC contract with Shell

## 2004

- SENAAT becomes majority shareholder

## 2007

- Engineering subsidiary NEL established
- First major EPC contract with MAERSK
- First Mega FEED competition

## 2012

- SEP 450 commissioned

## 2013

- DLS 4200 inducted

## 2014

- SEP 550 inducted

## 2015

- 100 per cent of NEL acquired
- ANEWA acquired

## 2016

- Equity in Principa Engineering acquired
- SEP 650 inducted
- SEP 750 inducted

## 2017

- Ranked fifth in Oil & Gas Middle East magazine's annual list of top energy-sector EPC companies in the MENA region

## 2018

- 1,400 engineers across four international centers

## 2019

- Umm Lulu super complex completed
- Delma 2000 acquired
- Embarking on more FEED projects

# Global presence

GRI Standard code: (102-4), (102-6), (103-1), (103-2)

In 2019, NPCC loaded out 57 total structures. Key structures were fabricated in our yard in the UAE, however, many of our offshore operations were completed in countries in the respective project areas. The markets served include:

- **The UAE:** The majority of our operations ran from our yard area in Abu Dhabi, with several projects running concurrently for clients including ZADCO, ADMA OPCO, and ADNOC. Some were managed exclusively by NPCC, while others were joint ventures

- **KSA:** We operated seven projects in the kingdom for our primary client, ARAMCO
- **Kuwait:** NPCC installed a new desalter train in Kuwait for Kuwait Oil Company (KOC)
- **India:** NPCC delivered five wellhead platforms, installed nine pipeline segments totaling 140 kilometers in length, and installed five segments of composite cables totaling 63 kilometers in length. We also modified topsides at the HRA and R12A platforms.

## OUR OFFICES

GRI Standard code: (102-3)

NPCC's headquarters are located in Mussafah Industrial City in Abu Dhabi in the UAE. The company has expanded globally over the past 46 years, and is now present in:

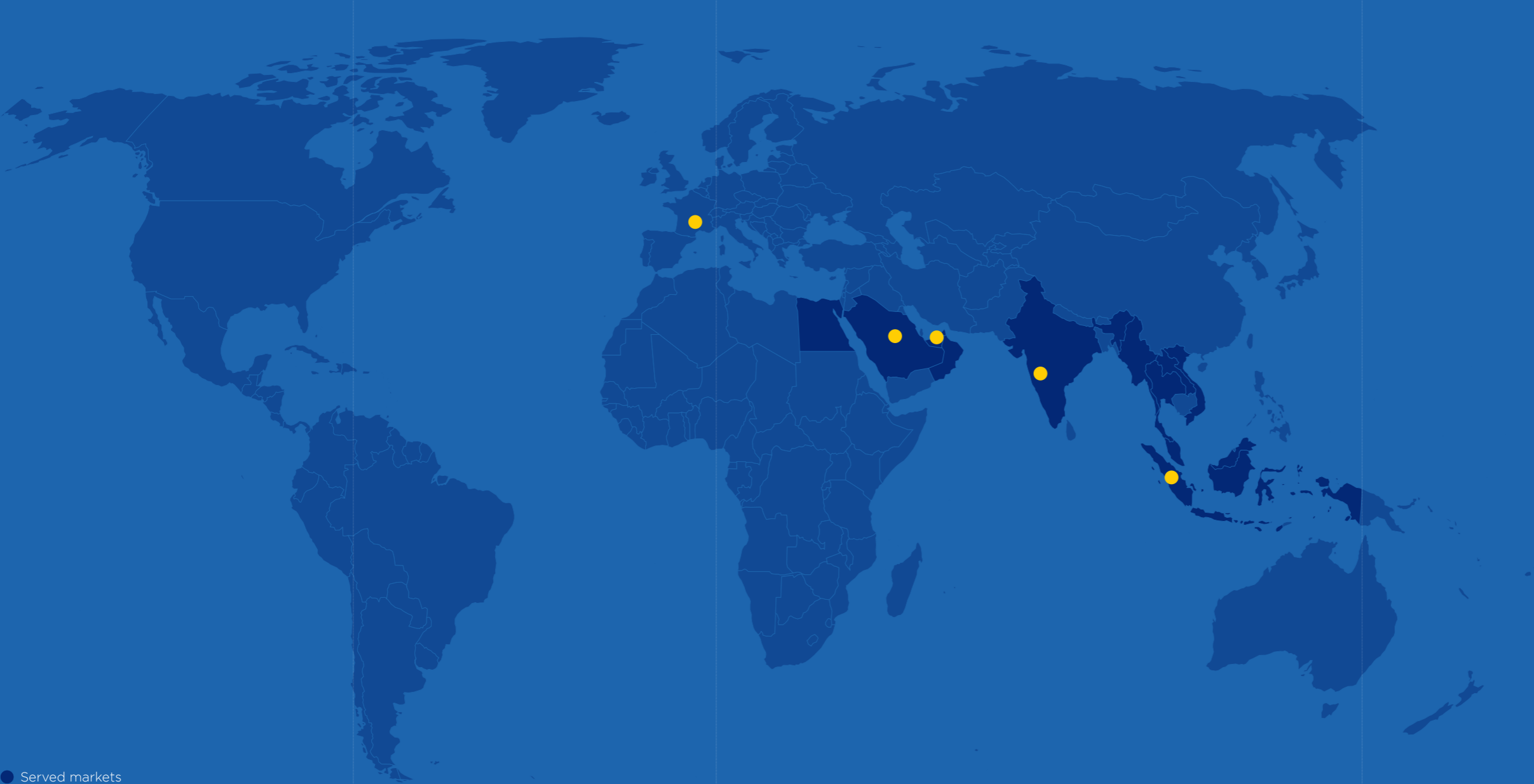
- **India** (through NEL India and ANEWA)
- **Kingdom of Saudi Arabia** (KSA)
- **Malaysia**
- **UAE** (NPCC Headquarters)
- **France** (through Principa)

## OUR SERVICES

GRI Standard code: (102-2)

NPCC is a globally recognized and integrated Engineering, Procurement, and Construction (EPC) company. We offer a wide portfolio of services, including:

- The delivery of time and cost-effective turnkey projects to our clients
- Engineering design services, overseen by 1,400 expert engineers in three operation centers located in Abu Dhabi, Mumbai (NEL), Hyderabad (ANEWA), and La Ciotat (Principia)
- Full-cycle procurement services, including purchasing, inspection, expediting, and shipment, provided by our team of qualified procurement professionals in Abu Dhabi
- 450 employees providing project management, planning, contract, and cost resources, working to deliver projects on time and as per client expectations
- The fabrication of heavy structures (up to 100,000 metric tons per annum in our 13 million square meter yard)
- The construction of heavy offshore structures, aided by our 21-strong marine fleet. Our fleet supports work in depths of up to 2,000 meters and our lifting capacity is up to 4,200 tons
- The ability to conduct shallow and deep-water operations, via our fleet of 21 offshore vessels equipped with modern facilities.



● Served markets  
● Our offices

# Our vision, mission, and values

VISION

To be a leading EPC organization in the energy sector.

MISSION

To create value for our stakeholders and the community. To create value for our clients and be a reliable EPC partner of choice, offering a one-stop solution to our customers.

To strive for operational excellence by implementing global best practices and standards.

To invest in world-class capabilities and human capital to drive innovation, performance, and sustainable growth.

VALUES

- Progressive
- Partnership
- Diligent
- Efficient
- Responsible

VISION

MISSION

VALUES










NPCC OWNERSHIP STRUCTURE

GRI Standard code: (102-5)  
NPCC is majority owned by SENAAT, at 70 per cent, with the remaining 30 per cent share held by CCC.



OUR MEMBERSHIP

GRI Standard code: (102-13)  
NPCC considers it key to retain relationships with leading industry organizations – both regional and international – to remain abreast of market developments. NPCC is a member of the following entities:

-  Offshore Petroleum Industry Training Organization
-  Institution of Occupational Safety and Health
-  British Safety Council
-  International Pipe Line & Offshore Contractors Association
-  Engineering & Construction Risk Institute
-  American Productivity & Quality Center
-  The Welding Institute
-  Abu Dhabi Chamber
-  The Royal Society for the Prevention of Accidents

# Awards and recognition

NPCC was honored to host dignitaries H.H. Sheikh Hazza bin Zayed Al Nahyan, Deputy Chairman of Abu Dhabi Executive Council; H.H. Sheikh Mansour bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Presidential Affairs; and H.H. Sheikh Hamed bin Zayed Al Nahyan, Chief of the Abu Dhabi Crown Prince's Court, at the loading of our largest offshore oil platform, Umm Lulu. Separately, NPCC CEO Eng. Ahmed Al Dhaheri received the Guinness World Record Certificate for the 'Heaviest Single-Module Topside on a Fixed Steel Jacket'.

The platform, weighing 32,000 metric tons, was manufactured by NPCC in Abu Dhabi. The project was part of the EPC contract signed between ADNOC and NPCC, in consortium with TechnipFMC, for the Umm Lulu package 2 full field development (process facilities).

**32,000**  
Weight in metric tons of our record-breaking platform at Umm Lulu's process facilities



Additional certificates and awards received by NPCC in 2019 are listed below:

-  Sheikh Khalifa Excellence Award (Gold Category)
-  Sheikh Mohammed bin Rashid Al Maktoum Business Award
-  Transform Awards MEA
-  The Royal Society for the Prevention of Accidents Award
-  API specification Q1
-  ISO IEC/ 27001:2013
-  Quality Management System certified to ISO 9001
-  ISO 14001:2015 | OHSAS 18001:2007
-  British Safety Council - Sword of Honor and Golden Award
-  In Country Value certificate



02

# Reporting approach

GRI Standard code: (102-45), (102-46), (102-50), (102-51), (102-52), (102-54), (102-56)

We at NPCC are delighted to present our second sustainability report, for the year 2019. This follows our first sustainability report in 2018, and underlines our commitment to ensuring the economic, environmental, and social benefits of our operations and business. This report was issued in November 2020 with the collaborative support of all departments.

## SCOPE

The report details NPCC's sustainability performance in 2019. The scope covers the UAE only, excluding all overseas operations, subsidiaries, partners, and third-party suppliers.

While sustainability is its primary focus, the report also features data on selected aspects of our operations and activities, in order to highlight trends during the period. This report will be updated on an annual basis to reflect new sustainability initiatives and information.

## EXTERNAL ASSURANCE

The data presented in this report has undergone a comprehensive internal audit and we are confident in its accuracy. All stakeholders participate in the process of implementing, monitoring, and reporting sustainability content, as it relates to their department.

This report is guided by the criteria principles and content of the GRI standards



# 03 Materiality assessment

GRI Standard code: (102-46), (103-1), (103-2)

Materiality assessments form one of the fundamental guidelines of the Global Reporting Initiative. Organizations are required to report on materiality matters that have the most significant economic, environmental and social impact, or which internal and external stakeholders consider the most significant.

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# Methodology

In order to best identify the topics and findings that affect our stakeholders, NPCC conducted a full materiality analysis, in line with GRI Standards. Materiality is the process of identifying and ranking the most important sustainability topics for a company. It aids us in understanding which aspects we should prioritize in our strategies and programs, and subsequently report upon. The audit followed the procedure detailed below:

**METHODOLOGY STEPS**

**Step 1:**

Identification and understanding of the topics deemed significant to our stakeholders, through a process of research and engagement

**Step 2:**

Identification and understanding of significant topics, as they arise from NPCC's corporate strategy

**Step 3:**

Compilation of the results into a matrix. An evaluation of each topic was conducted based on its social, environmental, and economic impact. Each topic was evaluated and given a materiality ranking in accordance with its impact on our stakeholders, and the company's own impact on the environment, society, and the economy.

**Step 4:**

The final materiality matrix was reviewed and approved by senior management. The report included all topics with the highest level of materiality. Lower-ranking issues are mentioned only if they are affected by, or dependent on, topics of greater materiality.

# NPCC'S 2019 corporate materiality matrix

The results of our 2019 materiality assessment process are shown in the materiality matrix opposite. This details the importance of each topic for NPCC's performance, and for our stakeholders.

Following a process of internal and external feedback and discussion, 38 topics were identified as priority areas.

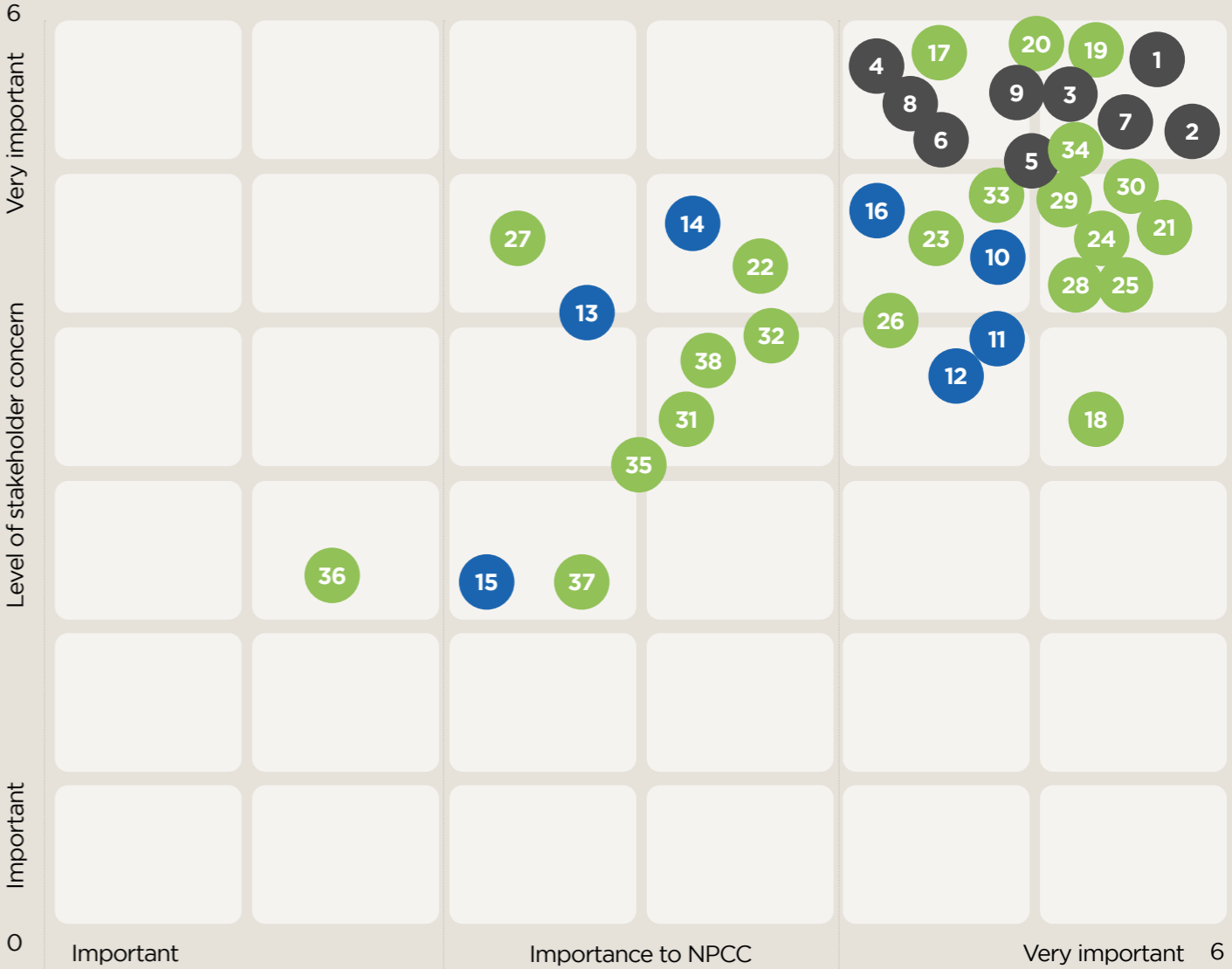
Each topic was subsequently ranked on a scale from 1 to 6, with 6 being the most important and 1 the least.

Of the listed topics, 25 rated between 4 and 6, qualifying them as 'critical topics' to NPCC.

For each of the critical topics, we have disclosed our management approach and included relevant topic-specific disclosures, to the extent applicable to our operation and activities during the reporting period.



## MATERIALITY ASSESSMENT MATRIX



● **Economic**

- 1. Financial performance
- 2. Shareholders' value growth
- 3. Anti-bribery and corruption policies
- 4. Procurement practices
- 5. Innovation
- 6. Business risks
- 7. Competitiveness
- 8. Local content
- 9. Integrated EPC and service offering

● **Environmental**

- 10. Greener NPCC
- 11. Energy
- 12. Water
- 13. Emissions
- 14. Effluents and waste
- 15. Vendor environmental assessment
- 16. Environmental compliance

● **Social**

- 17. Governance and compliance
- 18. Occupational health and safety
- 19. Customer centricity
- 20. People
- 21. Talent attraction
- 22. Inclusion and diversity
- 23. Compensation and benefits
- 24. Performance and recognition
- 25. Employee empowerment
- 26. Youth empowerment
- 27. Women's empowerment
- 28. Emiratization
- 29. Competencies
- 30. Knowledge management
- 31. Human rights
- 32. Corporate curve
- 33. Stakeholder engagement
- 34. Stakeholder satisfaction

- 35. Corporate social responsibility
- 36. Education
- 37. Arts and culture
- 38. Wellbeing

# Impact boundaries

GRI Standard code: (102-47)

MATERIAL TOPIC	CORRESPONDING GRI STANDARDS MATERIAL TOPIC	IMPACT BOUNDARIES
Financial performance	Economic performance	Shareholders
Shareholder value growth	Economic performance	Shareholders
Governance and compliance	General disclosures (governance)	Board of Directors, government, and shareholders
Fair and transparent supplier selection	Procurement practices	Vendors and suppliers
Anti-bribery and corruption policies	Anti-corruption	Board of Directors, shareholders
Occupational health and safety	Occupational health and safety	NPCC employees and contractors
Customer centricity	General disclosures (organizational profile – products and services)	Customers
Innovation	General disclosures (organizational profile – products and services)	Customers, financial growth
Privacy and security	Customer privacy	Customer and shareholder interests
Emiratization	Local communities, employment	Employees, local communities, and government institutes
Employee performance recognition	Labor/management relations, and training and education	Employees
Employee performance recognition	Labor/management relations, and training and education	Employees
Employee empowerment	Labor/management relations, and training and education	Employees
Greener NPCC	Materials, energy, water, and environmental compliance	Environmentalists
Stakeholder engagement	General disclosures (stakeholder engagement)	All stakeholders
Local content – investing in local suppliers	Procurement practices	Suppliers

MATERIAL TOPIC	CORRESPONDING GRI STANDARDS MATERIAL TOPIC	IMPACT BOUNDARIES
Responsible investment (acquisitions)	Ethics and integrity, and environmental compliance	Customers
Compensation and benefits	Employment	Employees
Talent attraction	Employment	Employees
Inclusion and diversity	Diversity and equal opportunity	Employees
Risk management	General disclosures (governance)	Board of Directors
Youth empowerment (for the local community)	Local communities, employment, and training and development	Local communities
Emissions	Emissions	Environmentalists
Energy	Energy, and environmental compliance	Environmentalists
Water	Energy, and environmental compliance	Environmentalists
Environmental compliance	Environmental compliance	Environmentalists, and government institutes

POINT OF CONTACT

GRI Standard code: (102-53)

We hope to work with you to initiate and create a more sustainable future for the coming generations. We welcome all inquiries, feedback, and suggestions and will respond quickly through our Strategy and Business Development team. Please contact us on: [strategy@npcc.ae](mailto:strategy@npcc.ae)

04

# Committed to sustainability

GRI Standard code: (103-1), (102-31)

At NPCC, we are committed to the wellbeing of society and preservation of the environment, while still meeting the expectations of our shareholders. We conduct our business within the framework of our vision, mission, and values, and in accordance with the relevant laws, regulations, and industry standards.

**NPCC SUSTAINABILITY FRAMEWORK**

NPCC is committed to demonstrating leadership in corporate responsibility, both through adherence to our sustainability framework and by investment in our sustainability performance. We seek to maintain our economic and operational growth while preventing or minimizing any negative environmental and social impact.



**Shared value for all stakeholders:**  
Working towards a sustainable future (social, economic, environmental)

**CLIENTS**  
Building relationships to deliver services and products that add and create value

**COMMUNITY**  
Collaborating to benefit our community and reduce our environmental impact

**SAFETY AND ENVIRONMENT**  
Driving workplace health and safety best practices

**ECONOMY**  
Sustaining NPCC's profitability through value creation, and efficient operational and business processes

**EMPLOYEES**  
Leveraging the skills, innovation, and passion of our employees to advance sustainability in NPCC's business and communities

**GOVERNANCE**  
Reporting on governance topics to ensure transparency, fairness, accountability, and accuracy.

## 05

# Stakeholder management

GRI Standard code: (102-21), (102-42), (102-43), (102-40)

At NPCC, we prioritize our stakeholders and their needs in all our business processes, activities, decision-making, and sustainability planning. This ensures that our operations create value not only for NPCC, but also for wider society.

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شركة الإنشاءات البترولية الوطنية  
National Petroleum  
Construction Company - NPCC



# NPCC stakeholders

NPCC has a dedicated team tasked with identifying and engaging key stakeholders through the use of multiple channels and communication tools.



## NPCC STAKEHOLDER MANAGEMENT FRAMEWORK

<b>INFORM</b> (One-way process of providing information to stakeholders)	<b>CONSULT</b> (Stakeholders ask questions and NPCC provides answers)	<b>INVOLVE</b> (Two-way engagement and learning but stakeholders act independently)	<b>COLLABORATE</b> (Joint learning, decision-making, and actions)	<b>EMPOWER</b> (Stakeholders play a role in governance)
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# Stakeholder engagement

STAKEHOLDER GROUP	ENGAGEMENT CHANNELS/TOOLS	REFLECTION AND FEEDBACK
Shareholders	<ul style="list-style-type: none"><li>&gt; Financial statement / results</li><li>&gt; Annual report</li><li>&gt; Periodic meetings</li></ul>	<ul style="list-style-type: none"><li>&gt; Optimized costs and expenses</li><li>&gt; Capital expenses</li><li>&gt; Capital positioning / allocation</li><li>&gt; Compliance</li><li>&gt; Dividends distribution</li><li>&gt; Successful strategy implementation</li></ul>
Clients	<ul style="list-style-type: none"><li>&gt; Performance evaluation survey</li><li>&gt; Daily face-to-face interactions/ meetings</li></ul>	<ul style="list-style-type: none"><li>&gt; Privacy and security</li><li>&gt; Responsiveness to customers' needs</li><li>&gt; Quality, safety, and cost</li></ul>
Board of Directors	<ul style="list-style-type: none"><li>&gt; Board meetings</li><li>&gt; Annual business plan</li><li>&gt; Board committee meetings</li><li>&gt; Financial statement</li><li>&gt; Press releases</li><li>&gt; Dividends distribution</li></ul>	<ul style="list-style-type: none"><li>&gt; Successful strategy implementation</li><li>&gt; Optimized costs and expenses</li><li>&gt; Emiratisation</li><li>&gt; Acquisitions of assets</li><li>&gt; Capital positioning / transfer</li><li>&gt; Digital transformation</li></ul>
Government institutions	<ul style="list-style-type: none"><li>&gt; Registrations</li><li>&gt; Audits</li><li>&gt; Press releases</li></ul>	<ul style="list-style-type: none"><li>&gt; Alignment with national development plans and programs</li><li>&gt; Regulatory compliance</li></ul>
Employees	<ul style="list-style-type: none"><li>&gt; Employee engagement surveys</li><li>&gt; Employees' performance assessment</li><li>&gt; Internal communication programs</li><li>&gt; Succession planning and development</li><li>&gt; Pay structure and compensation</li><li>&gt; Policies and procedures</li></ul>	<ul style="list-style-type: none"><li>&gt; Training and development</li><li>&gt; Engagement surveys</li><li>&gt; Succession planning</li><li>&gt; Compensation</li></ul>
Vendors and suppliers	<ul style="list-style-type: none"><li>&gt; Vendors assessment and prequalification process</li><li>&gt; Debriefing reports post-tender stage</li><li>&gt; Pre-tendering meetings</li><li>&gt; Satisfaction survey</li></ul>	<ul style="list-style-type: none"><li>&gt; Classification on tendering process and lifecycle</li><li>&gt; Automated system (ERP)</li><li>&gt; Terms and conditions</li><li>&gt; Blanket agreements</li><li>&gt; Cost negotiations</li></ul>
Community	<ul style="list-style-type: none"><li>&gt; Sponsorship and support to educational institutes</li><li>&gt; Cultural and social events</li><li>&gt; Donations</li></ul>	<ul style="list-style-type: none"><li>&gt; Meer Ramadan</li><li>&gt; Kiswat Al Eid</li><li>&gt; World Special Olympics</li><li>&gt; Happiness Day</li><li>&gt; Donations</li><li>&gt; Health awareness talk</li><li>&gt; Social events</li><li>&gt; National identity-related activities</li></ul>

# NPCC and the UN's Sustainable Development Goals

GRI Standard code: (102-44)

The United Nations' Sustainable Development Goals (SDGs) represent a global blueprint for achieving a greener, healthier, more peaceful, and equal planet. They represent both a unique opportunity and a profound challenge.

NPCC has identified alignment opportunities with the SDGs through its compliance with the GRI Standards. However, NPCC does not rely exclusively on this integration. We are also making a significant effort to align our own sustainability approach directly with the SDGs.



GOAL

IMPACT



Ensure healthy lives and promote wellbeing for all, at all ages.

NPCC provides healthcare for its employees. This includes medical insurance and clinics providing quality care to both NPCC employees and contractors. NPCC also hosts talks for its employees on various topics of health and wellbeing.

NPCC's HSE policies and procedures are in line with international standards and are frequently reviewed for potential improvement.



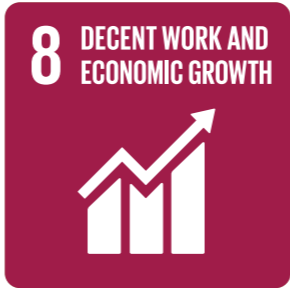
Ensure inclusive and equal education opportunities for all in order to promote lifelong learning.

NPCC grants university scholarships to Emirati employees to encourage them to pursue higher education. We also offer sponsorship to universities and offer internships for students seeking to obtain learning opportunities.



Achieve gender equality and empower all women and girls.

Women represent around six per cent of our workforce. We are striving to increase this percentage.



Promote inclusive and sustainable economic growth, employment, and decent work for all.

NPCC is committed to the economic growth of the UAE, and to supporting local business. To this end, we prioritize the local sourcing of goods and services. The financial growth of the company is a reflection of our commitment to contributing to the growth of the local economy.



Ensure sustainable consumption and production patterns.

Our waste management and disposal practices are governed by annual services' contracts. These enable the collection and disposal of hazardous waste generated by NPCC from its fabrication yard in Abu Dhabi; adhering to the regulations outlined by the Center for Waste Management.

# Alignment with UAE Vision 2021

NPCC is committed to contributing to the national development agenda, aligning its strategies, practices, and development initiatives with the UAE's vision. The UAE seeks to be a leader in sustainable development, innovation, business best practices, knowledge, and enterprise. Here, we showcase our role in supporting this vision:

## Vision:

UNITED IN PROSPERITY  
Sustainable environment and infrastructure

## Impact:

- We deliver construction structures that comply with international sustainability guidelines and we factor in environmental concerns
- Greener NPCC is an initiative that monitors the company's consumption of electricity and water, supported by initiatives designed to optimize their usage.

## Vision:

UNITED IN KNOWLEDGE  
Competitive knowledge company

## Impact:

- We sponsor and promote research and development initiatives within UAE universities, and provide funding and learning support to students
- NPCC grants university scholarships annually to Emirati employees, to support the pursuit of higher education
- We offer sponsorship to universities and offer internships for students seeking to obtain learning opportunities.

## Vision:

UNITED IN RESPONSIBILITY  
Cohesive society, preserved identity

## Impact:

- We take pride in our culture, supporting local communities through CSR initiatives that positively impact society.

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Governance

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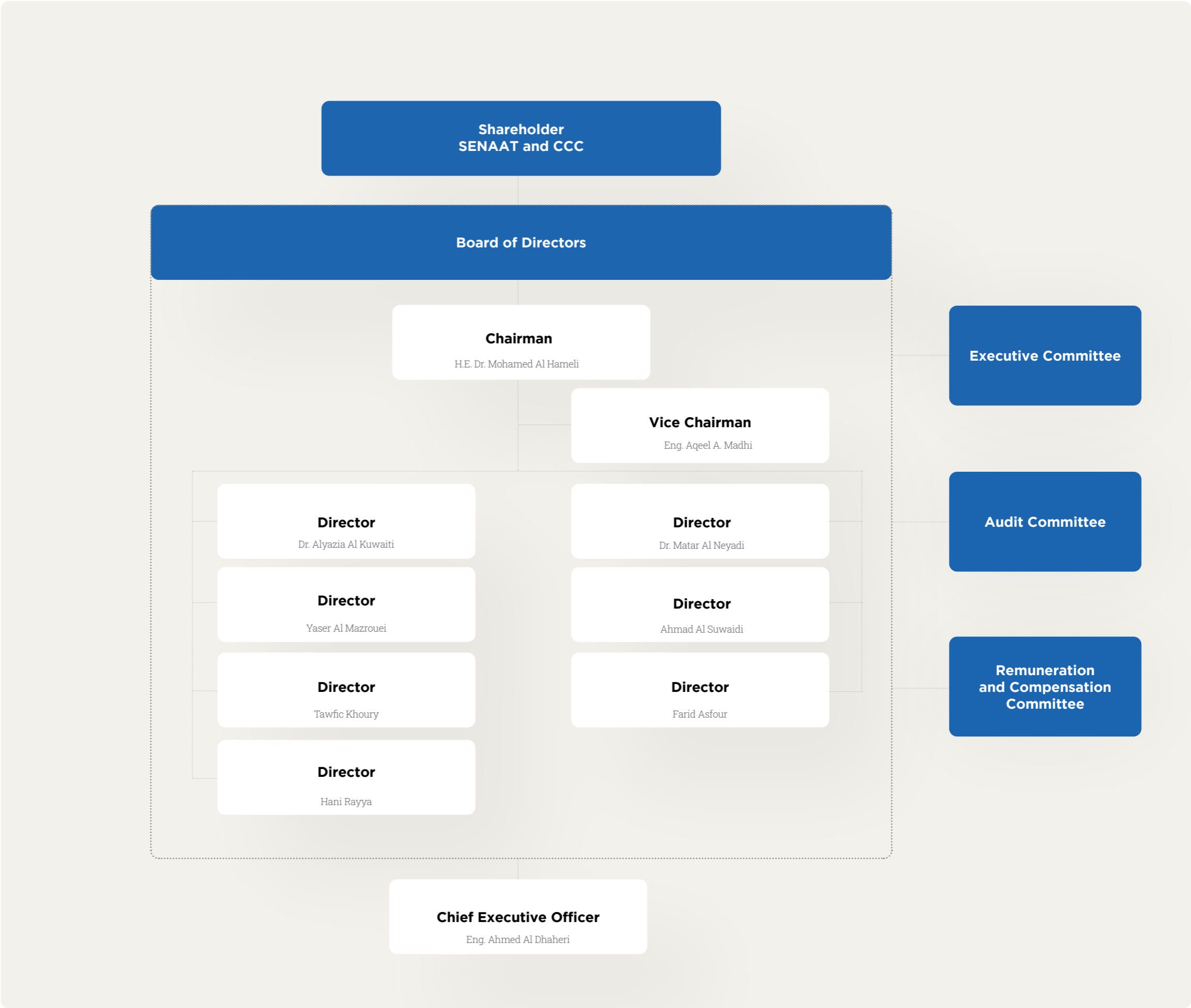


# Independent governance

GRI Standard code: (102-18)

NPCC sees sustainability as a tool to increase integrity and accountability across the company. We follow an established governance framework in all our operations, and we conduct our business so as to ensure a fair balance between our management, independent directors, and shareholders. We protect our stakeholders' and shareholders' rights by ensuring the independency of our highest governing body, our Board of Directors (BOD). Our Board acts as a counterweight to our management and has no direct interest in the company. We have three supporting committees, which are:

- 1. The Executive Committee is a group of senior industry professionals that meets to address pressing issues affecting the company
- 2. The Audit Committee oversees the company's financial statements, the independent auditor selection, and receipt of internal and external audit results
- 3. The Remuneration and Compensation Committee is responsible for operating an appropriate reward policy, attracting and motivating executives to serve the long-term interest of shareholders.



# Our Board of Directors

GRI Standard code: (102-22), (102-23), (102-24), (102-26), (102-27)  
NPCC's Board of Directors meets regularly to ensure the governance and sustainability of the business, with four board meetings held in 2019.

Our Board comprises nine members: six appointed by General Holding Corporation SENAAT and three appointed by Consolidated Contractors Company (CCC). None of the members holds executive positions in the company and their membership is valid for three years, with full authority to manage the company as per the article of association.

Consultation with stakeholders on economic, environmental, and social topics is driven through the general assembly, which is held at least once a year.

The Board receives regular company updates via a number of communication channels. Our executive team shares any challenges related to business operations; while our Audit Committee keeps the Board abreast of financial reviews and audit findings. Key business concerns are reported by the risk management team, with matters of compliance shared by our General Council.



**H.E. Dr. Mohamed Rashed Al Hameli**, Chairman



**Eng. Aqeel A. Madhi**  
Vice Chairman



**Mr. Tawfic Khoury**  
Board member



**Mr. Farid B. Asfour**  
Board member



**Dr. Alyazia Ali Al Kuwaiti**  
Board member



**Dr. Matar Hamad Al Neyadi**  
Board member



**Mr. Ahmed Saqer Al Suwaidi**  
Board member



**Mr. Hani Rayya**  
Board member



**Mr. Yaser Al Mazrouei**  
Board member

# Our Executive Management Team (EMT)

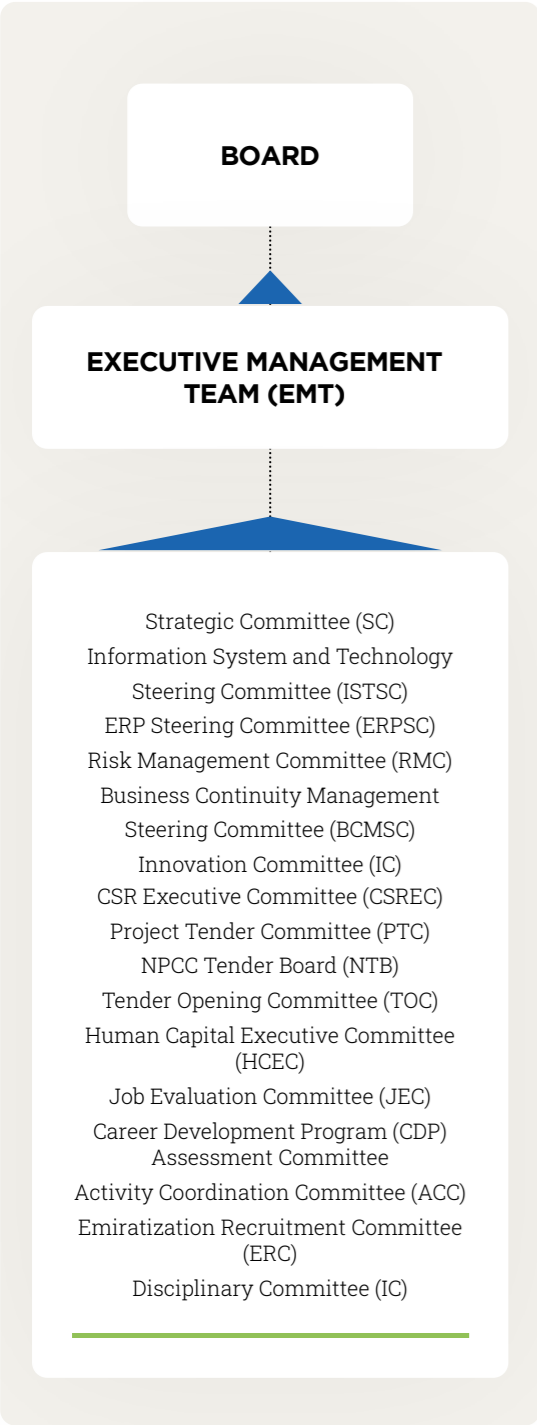
GRI Standard code: (102-20)  
The EMT comprises 14 senior employees who meet on a monthly basis with a minimum quorum of eight members, including the Chairman. The committee oversees governance and decision-making related to economic, environmental, and social matters. The committee ensures operations align with the company's strategic objectives and monitors the overall performance of the business. The committee also discusses and resolves issues related to organizational development and performance improvements. Our Executive Management Team is as follows:

- Chairman:**  
Eng. Ahmed Al Dhaheri, CEO
- 
- Member:**  
Mr. Shaffique Al Dhiyebi, SVP Projects
- 
- Member:**  
Majed Abu Shaker, SVP Projects
- 
- Member:**  
Mr. Salem Al Seiri, SVP A/CFO
- 
- Member:**  
Mr. Issam Naddeh, AVP Yard
- 
- Member:**  
Ms. Hanna Dahdah, VP Commercial
- 
- Member:**  
Mr. Ousama Takieddine, VP Engineering
- 
- Member:**  
Mr. Nasser Al-Deeni, VP Asset Integrity
- 
- Member:**  
Mr. Mohammed Al-Qayedi, AVP Human Capital
- 
- Member:**  
Mr. Jamal Al Wahedi, VP SBD
- 
- Member:**  
Mr. Bassem Esper, VP SHE&Q
- 
- Member:**  
Mr. Mohamad Bishtawi, VP Projects Control
- 
- Member:**  
Mr. Abdul Bari Al Ameri, VP Supply Chain
- 
- Member:**  
Ms. Duaa Hassan, Senior Human Capital Manager

NPCC CEO Eng. Ahmed Al Dhaheri was nominated and appointed by the General Holding Corporation. He acts as per the authority designated by the Board to manage all NPCC group companies. He also leads many of the company's sub-committees, such as the Executive Committee. Our level of authority graphic (pg 40) shows the authorities, delegations, and approvals processes that support NPCC's governance structure.

# Committees

NPCC has 16 sub-committees, each with clear terms of reference. Our committees and EMT work continuously and effectively to oversee the company's economic, environmental, and social performance. Detailed below and right are the committees active in 2019:



- 1. Strategy Committee (SC)**  
The SC meets every quarter to ensure NPCC's geographic focus aligns with company strategy. The Committee leads strategic projects and approves initiatives derived from the company's business plan.
- 2. Information System and Technology Steering Committee (ISTSC)**  
The ISTSC meets semi-annually and is responsible for endorsing budget, policies, and procedures related to company technology and IT. The Committee drives the IT strategy to ensure alignment with the business, and is responsible for ensuring adequate resources are in place to support all planned IT development.
- 3. ERP Steering Committee (ERPSC)**  
The ERPSC meets twice a year to ensure that the ERP stays on course and meets its goals. The Committee also structures the budget and approves all required project changes.
- 4. Risk Management Committee (RMC)**  
The RMC meets quarterly and assists the Board of Directors in ensuring risk management is managed effectively.
- 5. Business Continuity Management Steering Committee (BCMSC)**  
The BCMSC meets twice a year and is responsible for ensuring NPCC has a fit-for-purpose BCM system, supported by appropriate company policies, procedures, and strategies. The committee drives and enforces BCM implementation across the business in compliance with National Emergency Crisis and Disaster Authority (NCEMA) requirements.
- 6. Innovation Committee (IC)**  
The IC works to seed a culture of innovation within NPCC. The committee encourages employees to help improve processes and operations, through the sharing of innovative ideas designed to enhance efficiency, quality, and performance.
- 7. CSR Executive Committee (CSREC)**  
The CSREC meets as and when required to promote CRS management across the company.
- 8. Project Tender Committee (PTC)**  
The PTC meets regularly to review and act on project opportunities. The Committee oversees the bid, including tender pricing and contingency, and ensures scope coverage.
- 9. NPCC Tender Board (NTB)**  
The NTB meets twice a week or as and when required. The board ensures that subcontracts and purchase orders comply with NPCC's

- policies and procedures. It also endorses final award recommendations.
- 10. Tender Opening Committee (TOC)**  
The TOC meets regularly to receive, open, register, and hand over independent tenders, solicited for the supply of material and subcontracting for values exceeding AED 500,000/=.
- 11. Human Capital Executive Committee (HCEC)**  
The HCEC meets quarterly to review and approve recommendations presented by the Human Capital department.
- 12. Job Evaluation Committee (JEC)**  
The JEC meets when required to review and approve company jobs, using specific methods and benchmarking aligned with Hay methodology.
- 13. Career Development Program (CDP) Assessment Committee**  
The CDP Assessment Committee meets regularly to evaluate candidates and ensure

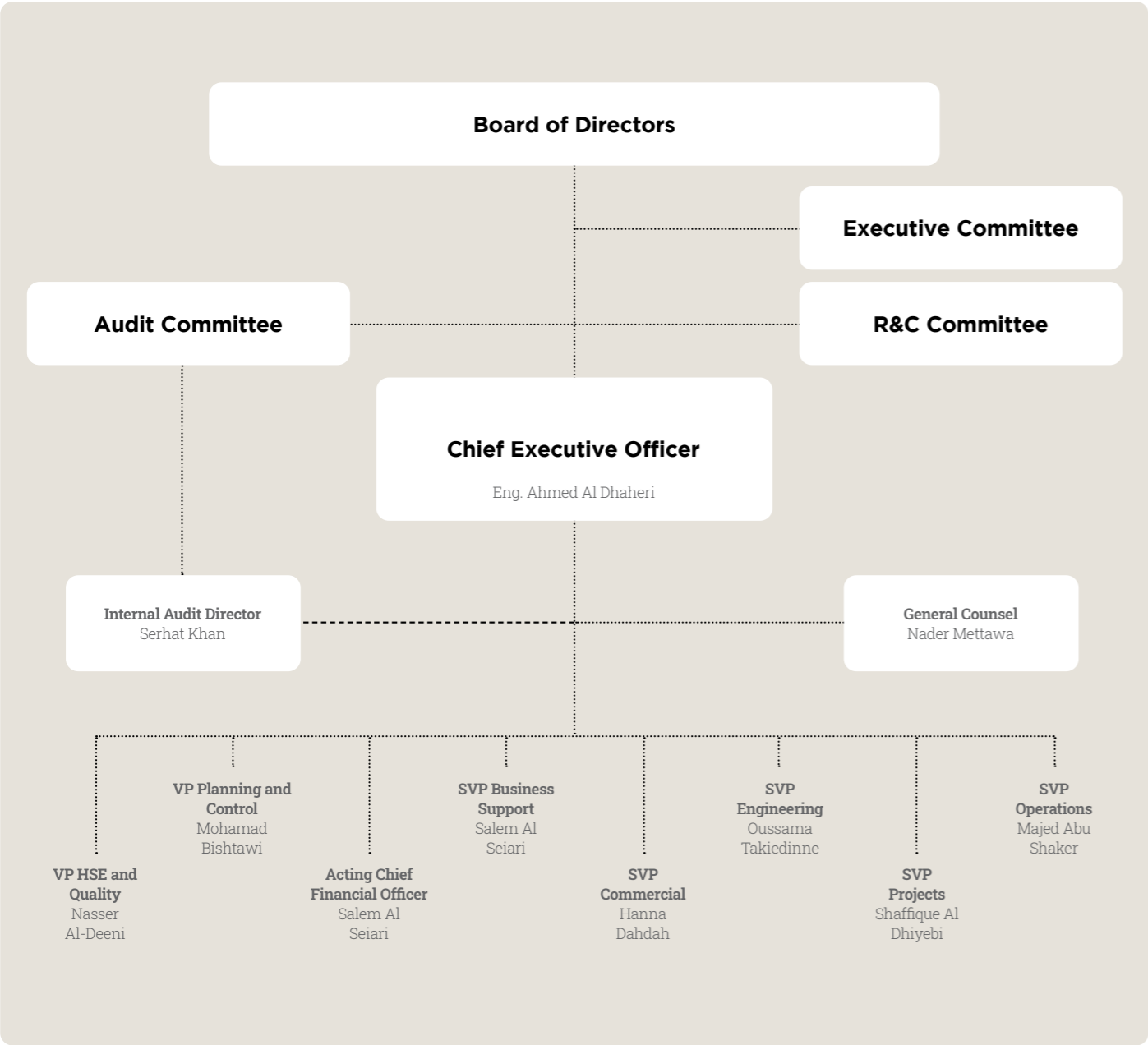
**16**  
The number of NPCC sub-committees that oversee the company's economic, environmental and social performance

- their development is in line with company objectives.
- 14. Activity Coordination Committee (ACC)**  
The ACC is tasked with organizing social events designed to enhance social and corporate ties between NPCC's multicultural workforce.
- 15. Emiratization Recruitment Committee (ERC)**  
The ERC meets when required to review and approve recommendations as presented by the Human Capital department.
- 16. Disciplinary Committee (IC)**  
The IC meets when required to ensure a culture of safety and self-discipline, and to address any violations of company policies or laws.
- Executive Management Team (EMT)**  
The 16 sub-committees report to the EMT. The EMT also meets to discuss high-level challenges facing the business or wider industry.



# Our management team

NPCC’s organizational structure is designed to support the goals of our business. Below is a breakdown of our first-line management team, whose members lead major divisions within the company.



# Compliance and ethics

GRI Standard code: (102-16), (102-17), (102-33), (102-17), (102-25), (103-3), (206-1)

NPCC’s substantial growth has come with additional complexities. Our global expansion has brought a renewed focus on ensuring our compliance with international laws and regulations, particularly in our operating countries. Under the oversee of the General Council, NPCC departments are responsible for ensuring their operations comply with both local and international rules and regulations.

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The number of countries in which NPCC is present. These span the UAE, KSA, Malaysia, India and France



We encourage our staff to abide by best practices by ensuring their familiarity with our Code of Conduct. All employees, including the CEO and top management, are required to sign Code of Conduct pledges to ensure their understanding of the rules and resolutions, and to minimize regulatory risks.

The NPCC compliance journey continued in 2019 with our internal communication channel that allows employees to confidentially report any violations. In a joint effort between the General Council and the Audit department, a clear and simple process was created to investigate any alleged violations.

In 2019, NPCC received no fines, judgments, penalties, or sanctions for non-compliance with rules, laws and/or regulations. We also received no incompliance, breaches to the Code of Conduct or legal violations warranting contract termination with any of our clients. Moreover, we committed no violations of anti-competitive behavior or anti-trust and monopoly legislations, whether in the UAE or internationally.

Since its founding in 1973, NPCC has dedicated itself to meeting the highest ethical standards. Our integrity policy guides our business and requires honesty and integrity at all times. It stipulates we must:

- Act ethically at all times
- Establish a culture of integrity in our business practices.

All employees sign a Conflict of Interest form when they join the company. Additionally, NPCC’s integrity policy details all activities related to conflict of interest, to minimize the risk of their occurrence.

# Risk management and business continuity

GRI Standard code: (102-11), (102-15), (102-29), (102-30), (102-31)

Risk is among the most significant and ongoing concerns for corporations today. With NPCC's global growth has come new risk management challenges related to new economies, new project requirements, and new environments.

To address this, our Risk Management Committee (RMC), led by our CEO, has created a comprehensive plan to manage and mitigate risk at both a project and corporate level. With the support of our Enterprise Risk Management section, NPCC has also established key 'risk champions' across the company to further embed a culture of risk management across business lines.

To deliver sustainable value to our clients, employees, and key stakeholders, NPCC uses

an established Enterprise Risk Management methodology and framework. NPCC has a clear process to mitigate organizational risk through its designed RMC, which meets regularly to monitor risk reduction plans and policies. The committee reports to the board.

The RMC also supports NPCC's management in categorizing and prioritizing mitigation plans, by carrying out the following tasks:

- Conducts risk assessment workshops across all business units
- Assesses the risks and controls to estimate the residual risk rating
- Updates the enterprise risk register and performs risk aggregation and prioritizing
- Liaises with executive management to determine strategic and emerging risks, based on the current business plan and latest market developments
- Consolidates top business risks for review
- Reviews, validates, and finalizes the top business risks profile
- Conducts workshops with the RMC to develop responses to address key business risks.

Our Enterprise Risk Management section is structured as below:

- Enterprise Risk Management
- Project Risk Management; and
- Business Continuity Management (BCM)

At NPCC, we classify risks to which we must respond into 'enterprise-level risks' and 'project-level risks' in order to proactively prevent their development and turn crises into opportunities. Below is a list of such risks:

- Sustainability and financial exposure concern
- Uncertainties in realizing ROIs from capability investments and possible cash flow challenges due to vulnerable energy markets and volatile pricing
- Increasing trends of cyber-attacks (especially financial) globally, but also regionally. Implies higher likelihood of being subject to similar threats
- Political instability and/or tension and sanctions around major local markets. This may lead to major appetite shifts in oil and gas investments
- Current oil and gas market vulnerabilities are likely to drive tighter competition and decreased margins, but more importantly,

may negatively reflect on opportunities in the energy EPC market.

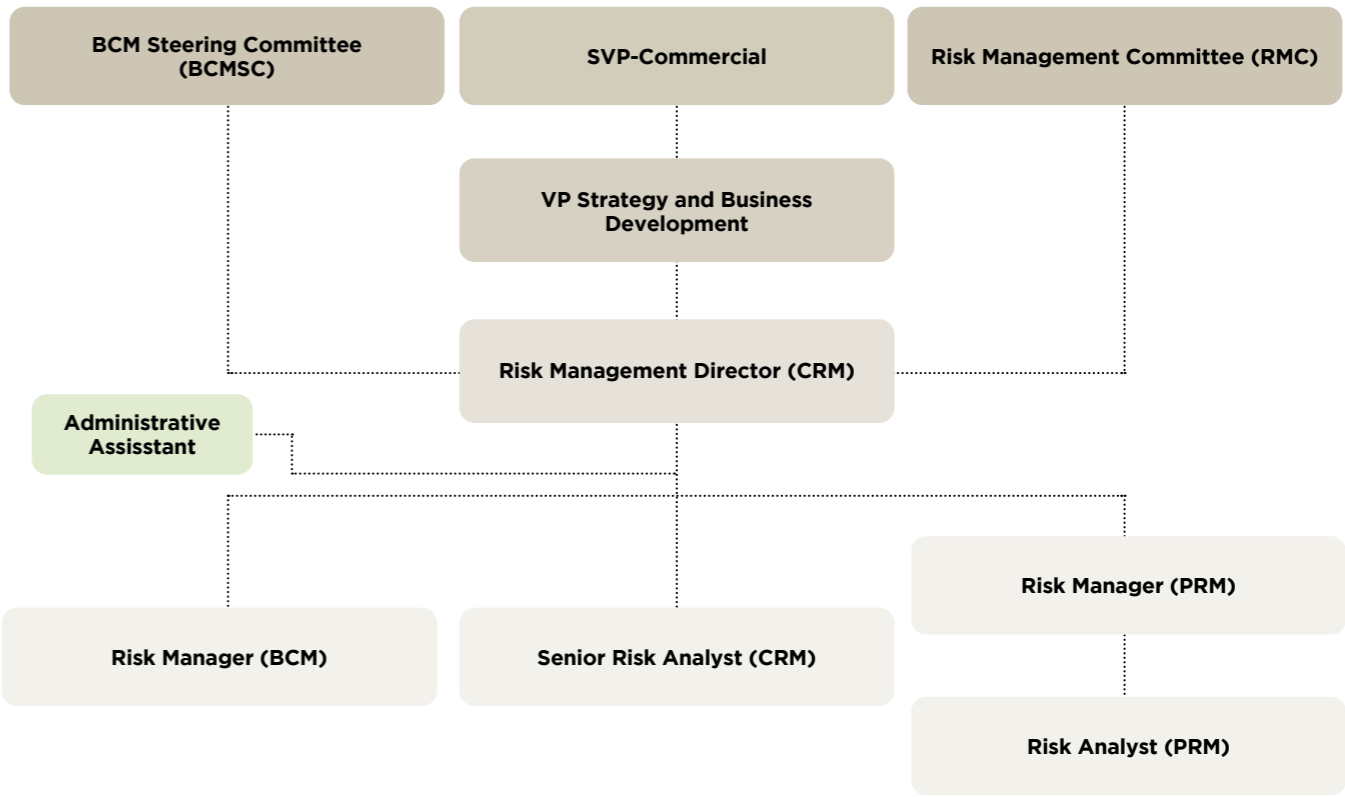
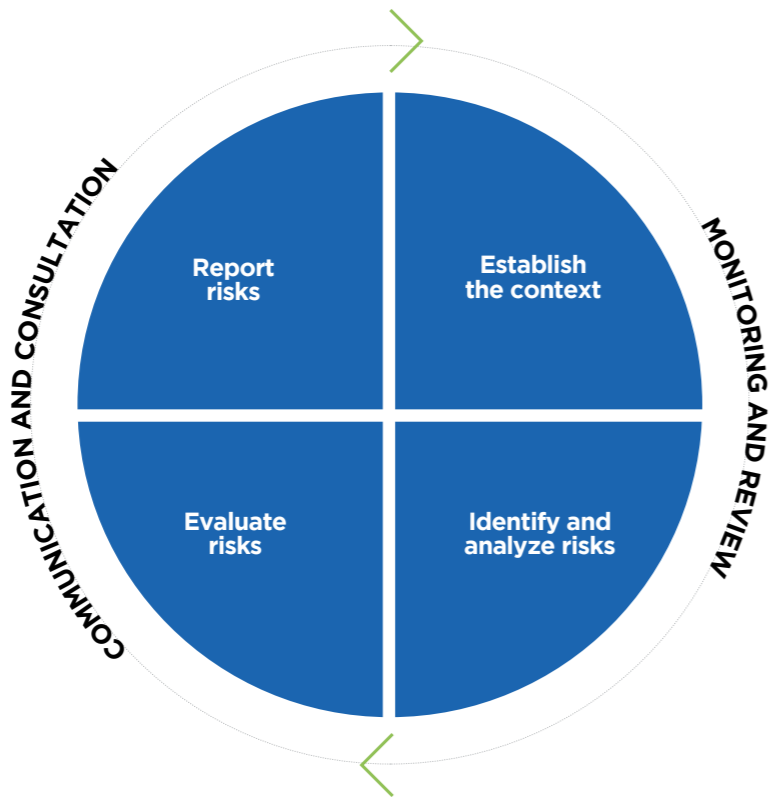
NPCC also conducted a SWOT analysis to identify company strengths, weaknesses, opportunities, and threats. Below is a list of potential opportunities and threats that we can utilize to improve our performance.

**■ OPPORTUNITIES**

- Cost optimization through process efficiency initiatives.
- Enhance knowledge management to maintain lead in industry competencies.
- Capitalize on core competencies to enter new markets and expand product offerings.

**■ THREATS**

- Local content requirements in different areas of operation.
- Fluctuation in oil prices.
- Geopolitical uncertainties resulting in reduction in the regional upstream projects investments.



NPCC in 2019 strengthened its business continuity process by implementing enhanced BCM procedures, in compliance with the UAE's National Crises and Emergency Management Authority (NCEMA). A business impact analysis was conducted to identify major risks, and to assign the resources required to ensure business continuity. The Business Continuity Management (BCM) Steering Committee supervised the plan, while the BCM taskforce ensured its incorporation into the wider business. NPCC then conducted an audit to ensure the company's BCM processes complied appropriately with NCEMA standards.

The BCM program ensures the continued performance of NPCC's mission-critical processes and services during and following an emergency, crisis or disaster.

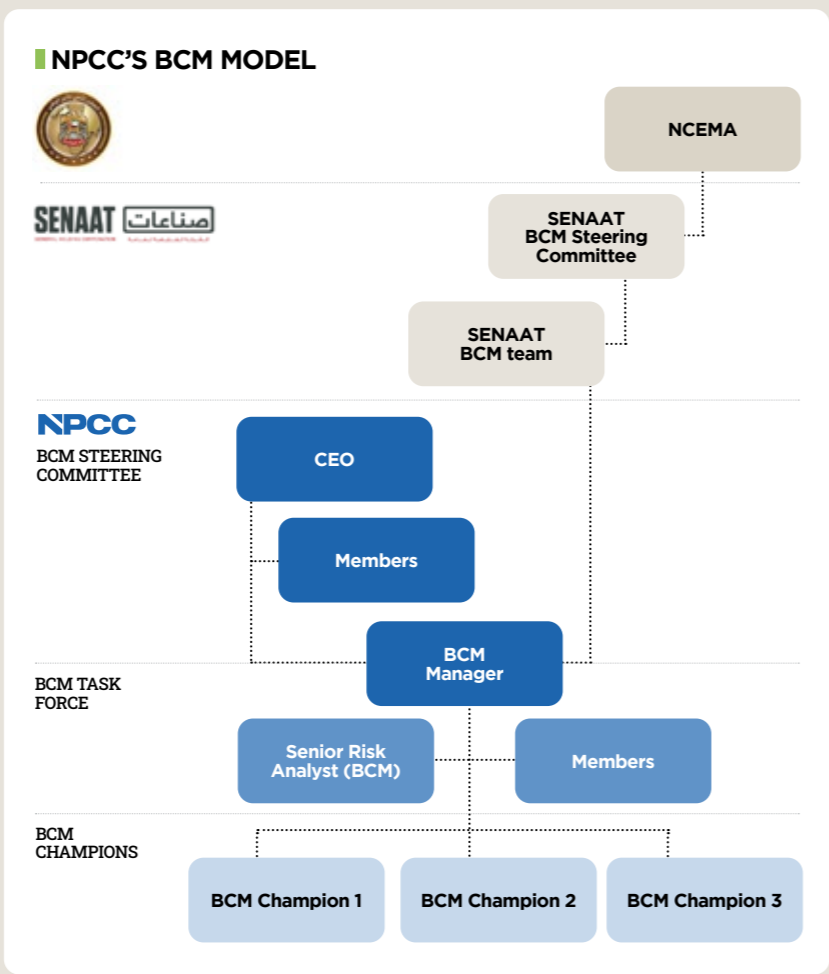
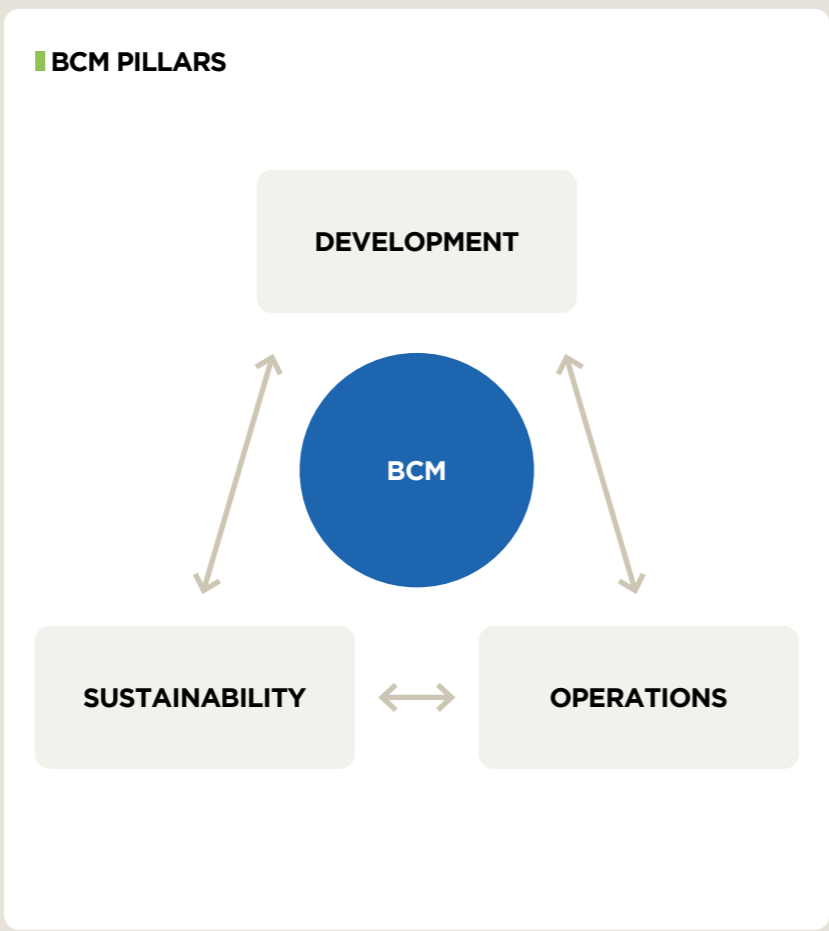
Our BCM team consists of the following:

- 1. BCM Steering Committee (BCMSC):** a group empowered by the board to drive, enforce, and oversee the development, implementation, and maintenance of the business continuity management plan. They also provide guidelines and take related decisions
- 2. BCM taskforce:** responsible for delivering guidelines for the performance of BCM-related activities, and for providing assistance and supervision to the BCM manager in overseeing their execution
- 3. BCM champions:** focal points in all business units tasked with coordinating and facilitating BCM activities.

Our BCM pillars are as follows:

- **Development:** defines and creates the BCM
- **Sustainability:** defines the model and process to ensure the plan remains fit for purpose
- **Operations:** responds to incident, crises, and disasters.

The structure opposite outlines NPCC's model, as it pertains to the National Emergency Crises and Disaster Management Authority (NCEMA) standard.



**AUDITS AND ASSURANCE**

The Internal Audit Function is an independent department within NPCC designed to add value through objective assurance and advisory activities. The department reviews the effectiveness of the risk management, internal controls and governance processes provided to the management and stakeholders, under the support of the Audit Committee. Its mandate includes internal audits.

The Audit Committee conducts checks, and provides support and supervision to ensure effective procedures are in place. This in turn enhances NPCC's corporate and shareholder value.

The committee consists of five independent members who meet on a quarterly basis.

**INTERNAL CONTROLS**

NPCC has a well-structured internal control system to help achieve company objectives. The system is supported by our proactive approach to risk control, and follows the COSO framework. We also align with ADAA requirements to ensure accurate financial reporting and appropriate management of internal controls.

The company's first line of defense was to design controls for daily operations. These controls are measured, monitored, and tested on an ongoing basis to ensure their effectiveness. We work together as a company to find and close any gaps, in order to improve operational processes and procedures.

An annual audit is undertaken by an independent third-party to review the effectiveness of our controls. The report and findings are acted upon, where necessary, to improve processes.

**EXTERNAL AUDIT**

NPCC has appointed the same independent external auditor for four consecutive business years. When external auditors are appointed, the Audit Committee evaluates their job capability, transparency, and independence.

NPCC appointed a third-party independent body in 2019 to conduct an annual financial review and to report the findings and recommendations directly to the board.

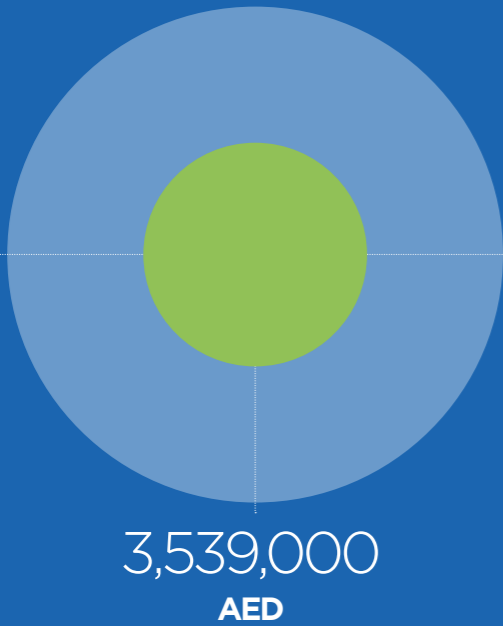


# Economic performance

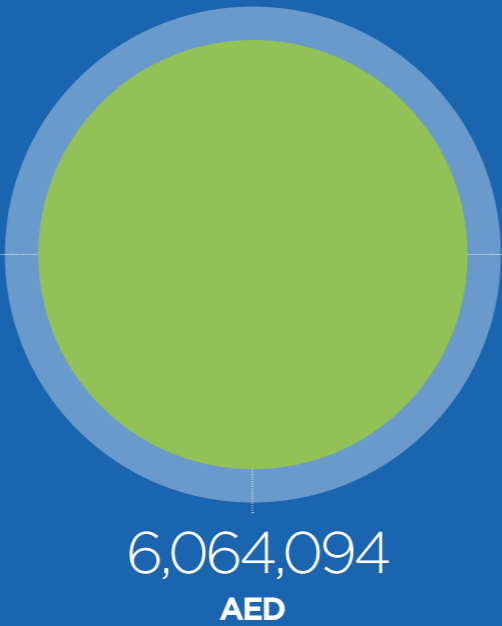
GRI Standard code: (103-1), (103-2), (103-3) (201-1)  
NPCC is committed to long-term financial sustainability, as demonstrated by our efforts to optimize our costs and generate sustainable returns. We have invested in initiatives to promote a greener NPCC and to seed an innovative and knowledge-based culture, driving cost-optimization across our operations.  
The charts below showcase our key financial achievements in 2019, for the Abu Dhabi office only. They do not include NPCC's subsidiaries.  
In 2019, we generated total revenues of AED 6,064,094. No significant changes were implemented in our organizational structure.

**Please note:** as NPCC is a semi-government entity, some financial results will not be disclosed.

2019 NET SALES



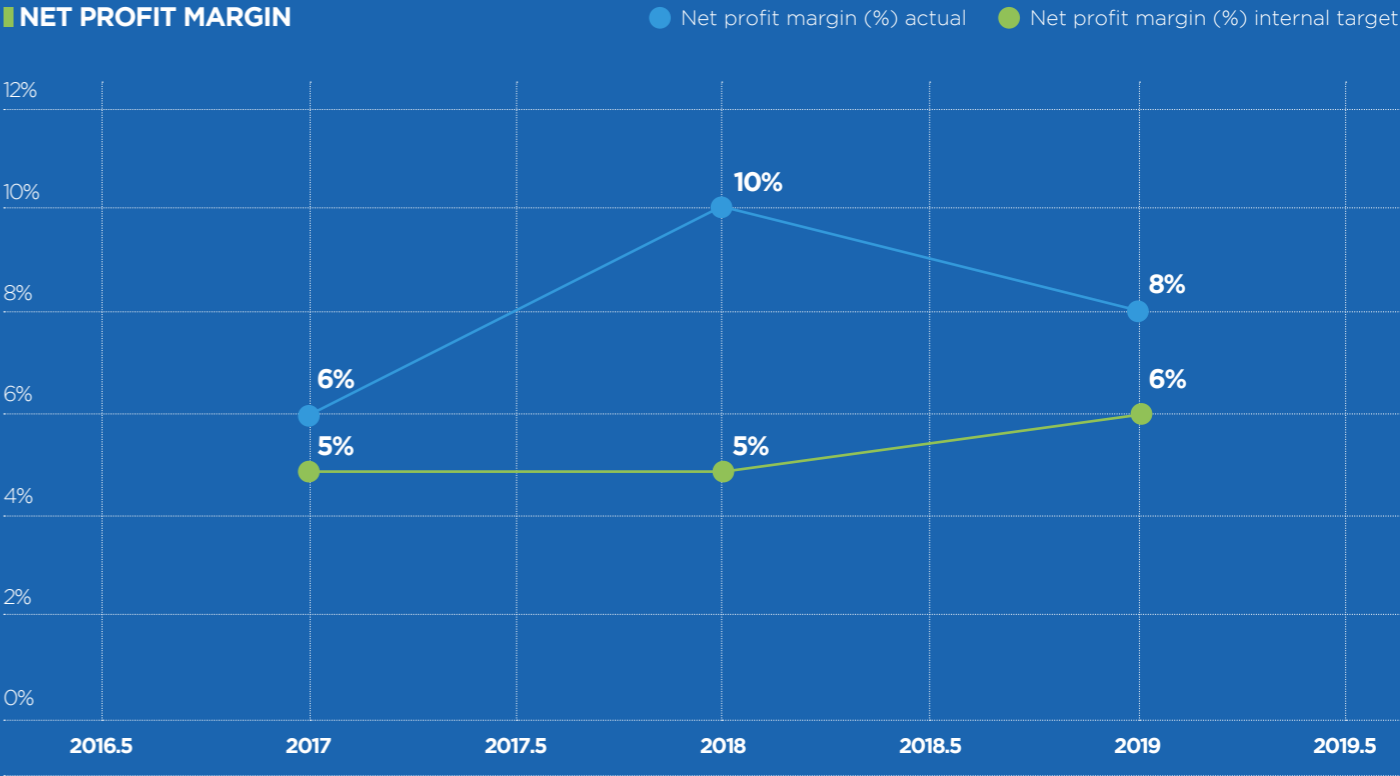
2019 TOTAL REVENUE



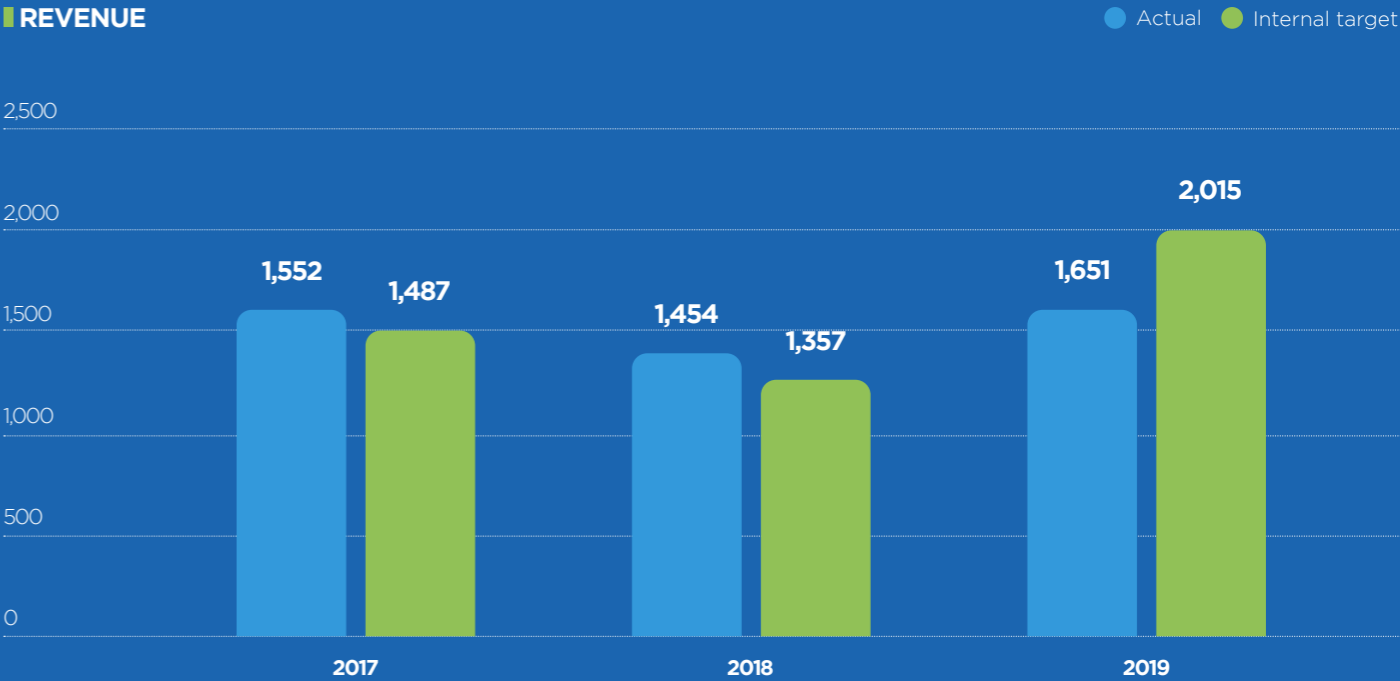
SUMMARY OF INCOME STATEMENT (USD, MILLIONS)

Year	Net profit margin (%)	
	Actual	Internal target
2017	6%	5%
2018	10%	5%
2019	8%	6%

NET PROFIT MARGIN



REVENUE



SUMMARY OF REVENUE

Year	Revenue (USD, millions)	
	Actual	Internal target
2017	1,552	1,487
2018	1,454	1,357
2019	1,651	2,015

07

## Customer centricity

GRI Standard code: (103-1), (103-2), (103-3)

Customer engagement	53
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# NPCC




شركة البنىـشات البترولـية الوطنـية



# Client satisfaction

As a leading EPC contractor, serving the world's largest IOCs/NOCs in a range of markets, NPCC is committed to ensuring client satisfaction.

We continually seek to predict, meet and exceed our clients' needs and expectations, and we rely on three key elements to do so. These are as follows:

- DELIVERING VALUE**
-  Excellence in project delivery
  -  Utilization of state-of-the-art solutions
  -  Continuous engagement with our clients

# Customer engagement

NPCC is one of Middle East and North Africa's top EPC companies, a ranking that reflects our loyal and satisfied customer base. At NPCC, we are always eager to hear from and engage with our customers, and we use expert surveys to capture feedback and gauge their satisfaction.

**ENGAGEMENT SURVEYS (SATISFACTION)**

Guaranteeing the happiness of our clients is key, both in terms of the profitability of projects, but also in terms of the effectiveness, efficiency, and sustainability of the processes deployed in the project's execution.

NPCC uses stakeholder monitoring and analysis to improve its operational management and performance, and to better meet customer needs. Results are then analyzed to identify areas for improvement.

In evidence of the procedures and policies in place to ensure customer satisfaction, no clients raised material claims or litigation against NPCC in 2019.

NPCC surveys are designed to measure the satisfaction of our clients based on their experience of each active project. Both quantitative and qualitative feedback is collected, based on segmented criteria, and communicated to the relevant departments within NPCC. The feedback is acted upon to ensure the ongoing improvement of our internal processes and client interactions.

The Client Satisfaction Index has increased from 8.11 out of 10 in 2017, to 8.29 and 8.39 for the years 2018 and 2019, respectively.



## CLIENT SATISFACTION LEVELS



# Engagement through social media


At NPCC, meeting and exceeding customers’ expectations is critical to our strategy and to our business. We develop stronger relationships by engaging with stakeholders and listening to their needs.


Engagement through social media platforms helps to maintain our dialogue with stakeholders, and presents a further channel for communications. NPCC currently has a noteworthy presence on Twitter, Facebook, and Instagram.

We made significant enhancements to our social media engagement strategies in 2019. This resulted in a spike in follower numbers and improved sentiment.



**FOLLOW US ON:**

 @NPCC\_UAE

 @NPCC\_UAE

 @NPCC

# Privacy and security

GRI Standard code: (418-1)

NPCC is committed to customer data protection, and conforms to best practices in information security. NPCC has implemented high standards of technology and operational security to ensure the confidentiality, integrity, and privacy of customer data.

NPCC’s Information Security Code of Practices addresses systems and processes related to information segmentation, collection, and usage. The company has held internal campaigns to raise awareness of data protection, and to highlight our employees’ role in ensuring a breach-free NPCC.

The Security Code of Practices contains detailed guidelines to govern the security of information and assets.

These include:

- Information security requirements
- Use of NPCC computers and communications equipment
- Use of personally owned computers and software
- Computer system access and passwords
- Use of emails and attachments
- Use of the internet
- Remote access to NPCC systems
- Virus avoidance
- Physical security of information
- Keeping NPCC information confidential.

The NPCC information privacy policy enables us to protect the privacy of any personal information captured through our engagement with customers. The policy has proved successful, with no substantiated complaints regarding customer data breaches recorded during the reporting period of this document (GRI-418-1).

The Information Systems and Technology department (IS&T) also has a dedicated cyber

security function and works continuously to foresee and mitigate any risks that might arise.

At NPCC, we are constantly strengthening our security at all network levels and deploy advanced solutions for relevant threat management, detection, and response areas.

NPCC’s current cyber-security framework includes all legal, physical, and technical controls involved in NPCC’s information risk management processes. As a result, IS&T has been awarded the ISO 27001.



# Digital transformation

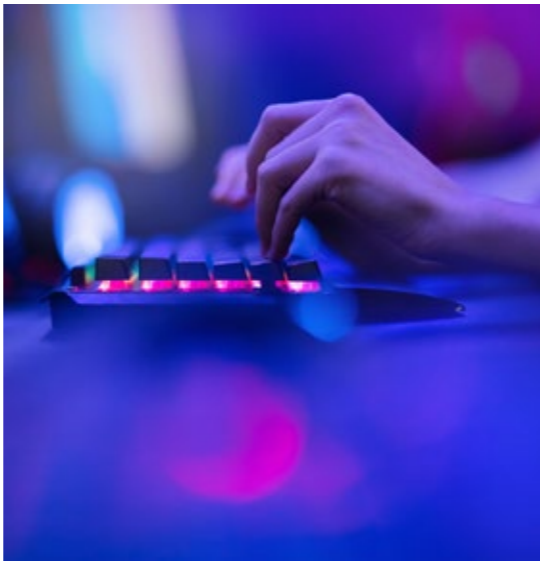
NPCC is among the region's leading EPC players, thanks in part to its investment in new and advanced technologies. We see digital transformation as a means to enhance our capabilities through the automation and digitalization of processes. This in turn improves our effectiveness, efficiency, controls, and value proposition.

In 2017, NPCC began its digital transformation, a process it continues to undertake. This process was supported by the establishment of the Digital Transformation Committee in 2018 to ensure alignment with business needs and priorities. This committee has the power to optimize digital investments and to leverage any related opportunities.

At an execution level, NPCC has established sub-committees and teams that report to the steering committee, and are tasked with ensuring the smooth integration of digital initiatives. These include the Program Steering Committee, the Program Management Office, the Project Management Team, and the NPCC and Partner Implementation Teams. This structure is outlined below:

NPCC has identified high-level objectives to its journey, as summarized below:

- To roll out an integrated solution to unify business processes
- To enable automated business processes based on industry benchmarks
- To execute the program ensuring quality, budget, and schedule baselines
- To comply with internal controls and global security standards.



A key factor in NPCC's successful digital transformation was its partnership with leading technology providers. We have collaborated with a number of such companies, all expert in rolling out technologies for complex EPC organizations, similar to NPCC.

NPCC has identified emerging technologies and solutions that will help in elevating its capabilities. These include:

- Robotic processes automation
- Yard workforce management
- Vessel management and insights
- Business analytics
- Enterprise mobility
- Digital twins
- Artificial intelligence, and others.

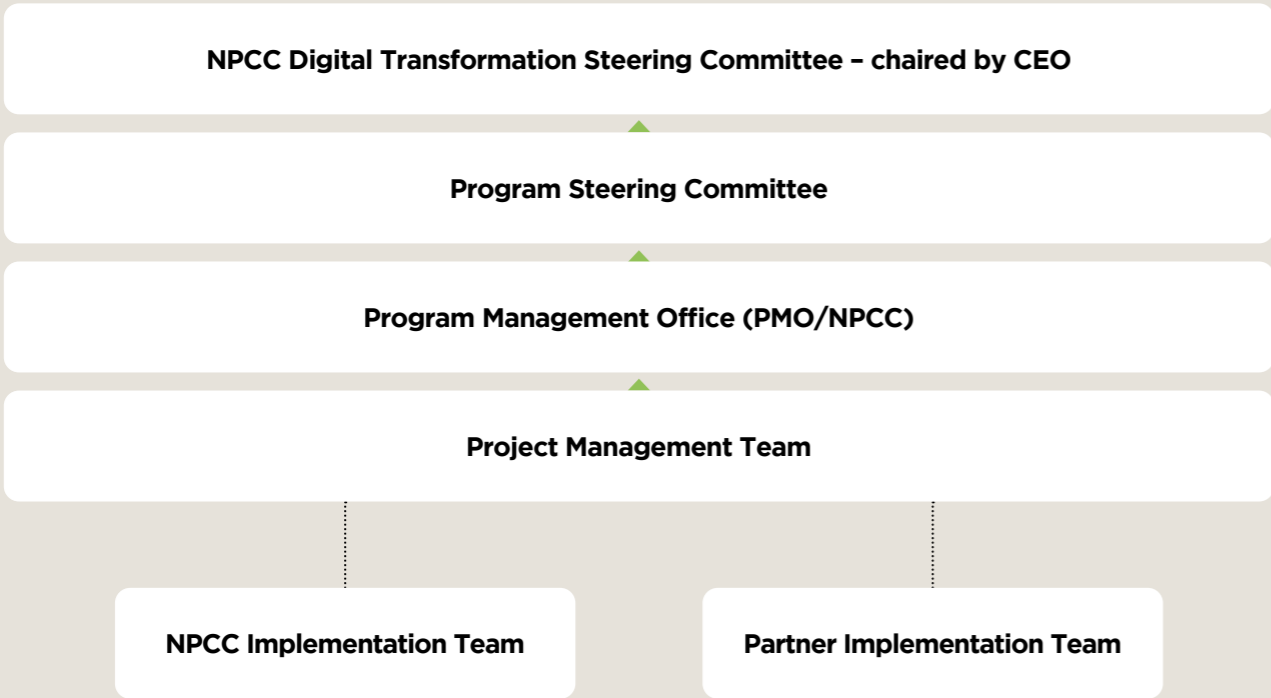
With respect to NPCC's IT infrastructure, a raft of resources and initiatives are in place to ensure it has the resilience and cyber security defenses needed to support the planned changes in NPCC's Enterprise Architecture.

In 2019, NPCC successfully completed two phases of its digital transformation journey. The third phase was initiated in Q4, 2019. The graphic below illustrates the phases and related timelines for the ERP/EPC implementation initiative:

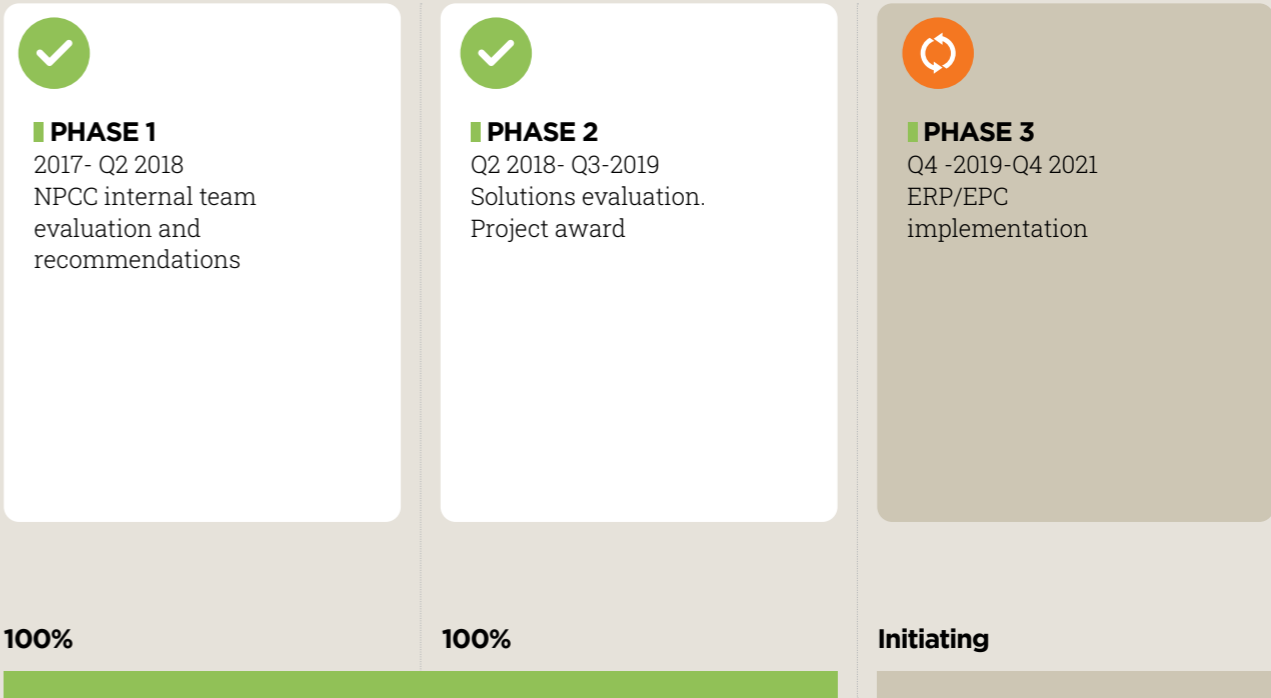
Having achieved several digital milestones, NPCC will be reviewing and updating its IT strategy in 2020. This will allow it to respond to changes in the technology markets, to ensure alignment with the company's updated business strategies, and to explore new IT investment opportunities that could bring substantial benefits to the company.



## DIGITAL TRANSFORMATION REPORTING STRUCTURE



## ERP/EPC IMPLEMENTATION TIMELINE



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# Responsible procurement

GRI Standard code: (102-9), (103-1), (103-2), (103-3), (414-1)

At NPCC, we are committed to improving our ethical and environmental performance across our supply chain. Our responsibility extends to engaging with suppliers that are aligned with our business goals and focus on sustainability.

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Our supply chain performance	61
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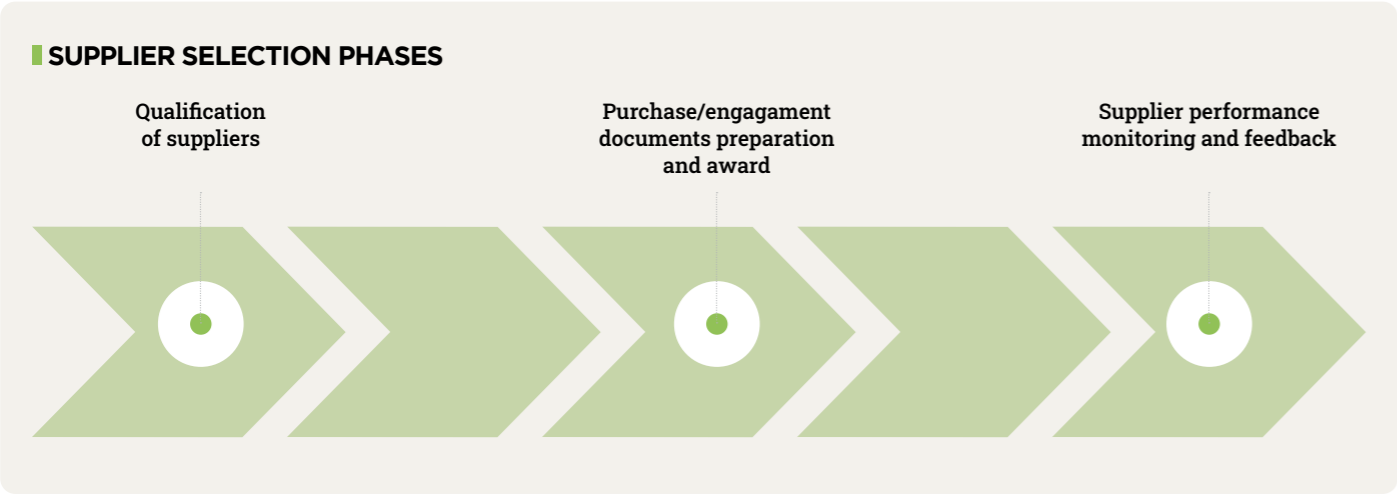
# Supplier selection

NPCC selects suppliers and subcontractors based on a policy of open competition, while also providing equal business opportunities. Our supplier management system identifies key sustainability criteria for the supply chain, namely: the ethical behavior of the supplier; their respect of human and labor rights; the health and safety of their employees; and protection of the environment. These elements are integrated into our policies across three interrelated phases. These are shown below:

Suppliers are selected based on a structured qualification process that analyzes their reliability from a technical, financial, quality, and HSE perspective. They are also analyzed from an ethical and sustainable point of view.

NPCC's policies and procedures mandate audit visits to UAE and international suppliers to ensure their compliance to the policies and signed suppliers' code of ethics.

This is in addition to other audit scopes of safety, integrity, quality, honesty, and others. The inspections undertaken throughout the years 2017 to 2019 recorded no negative findings.



# Supplier engagement

NPCC is committed to developing and maintaining long-term relations with its suppliers. The process of supplier management makes it possible to assess a supplier's reliability in terms of technical, financial, and organizational capabilities. We also proactively engage our suppliers and contractors in different HSE induction sessions.

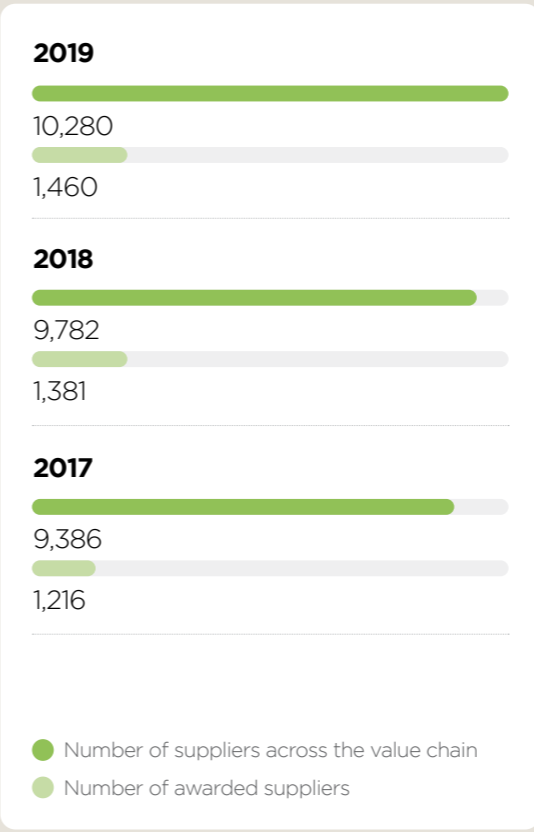
NPCC interacts with its suppliers throughout the engagement cycle. NPCC organizes frequent meetings where we invite suppliers and subcontractors to discuss critical topics of concern, and their feedback is documented to help develop improvement initiatives.

In addition, NPCC conducts annual satisfaction surveys with selected suppliers, detailing their experience with NPCC throughout the duration of the project. If issues are found, the Supplier-Relationship department leads the follow-up with the concerned supplier, to rectify and develop preventive measures.

In our 2019 survey, more than 86 per cent of suppliers were satisfied, highlighting our transparent and fair dealing with external entities.

>86%

More than three quarters of suppliers in 2019 were satisfied with their experience with NPCC



## OUR SUPPLY CHAIN PERFORMANCE

As an integral part of NPCC's value chain, procurement and inventory management are tracked through a comprehensive performance management system, both on a strategic and operational level. Dashboards are designed and utilized to facilitate daily decision-making.

Compliance is key when it comes to engaging suppliers and subcontractors. NPCC ensured that all new suppliers signed its code of ethics and that all existing suppliers continued to adhere to the conduct code.

NPCC is committed to a strict selection process and to continuously improving management controls. Our suppliers and subcontractors scored outstanding performance results, reflecting positively on our own engagement.

## SUPPLIER AND CONTRACTOR PERFORMANCE

82.6% Supplier performance

77.4% Contractor performance

Despite NPCC's supply chain complexity, and its reliance on national and international suppliers, we continuously maintained a high availability of required material from our stores. We accommodated the majority of requests for both corporate and project requirements, with optimized material stock retention surpassing set targets.

## MATERIAL OPERATIONS SERVICE LEVEL

2017	2018	2019
93.5	94.40	93.02
90	90	90

● Actual (%) ● Target (minimum %)

## MATERIAL OPERATIONS STOCK SUFFICIENCY

2017	2018	2019
3.9	4.8	3.89
7	6	6

● Actual months ● Target (maximum months)

# Local contribution, sourcing, and procurement

GRI Standard code: (204-1)  
NPCC is a leader in its compliance with the UAE local content program (ICV), achieving the highest score among the country's EPC players. This contribution to the local economy was only possible through the implementation of different initiatives across NPCC business lines.

A major driver of our success in this area was our understanding of the importance of sourcing materials and services locally. By treating this as a priority, we contribute to maximizing the UAE's economic value. This in turn improves our activities and competitiveness, and creates future growth opportunities for our shareholders.

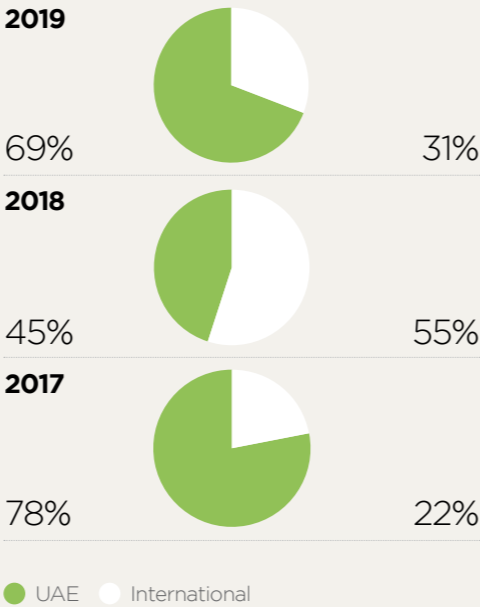
As a responsible national champion and one serving markets across the GCC, NPCC's supply chain strategy is structured to prioritize local sourcing. We source from other GCC countries before considering international suppliers.

**53%**  
(YoY) increase in total procurement value spent on local suppliers in 2019



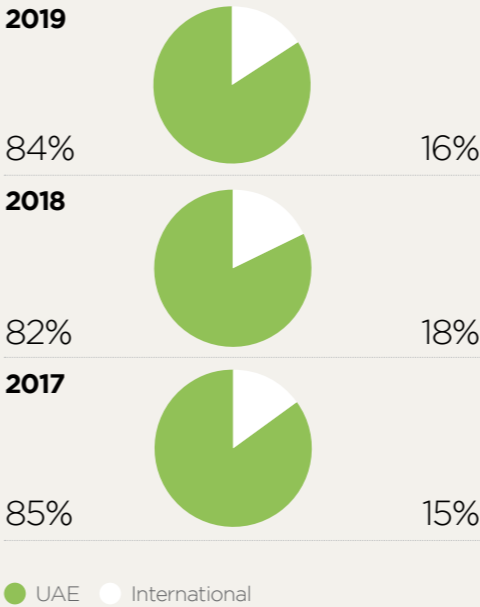
In 2019, 69 per cent of procurement transactions were spent on materials, goods, and services from local vendors and suppliers. In comparison with 2018, NPCC has increased its local sourcing by more than 53 per cent, the result of taking a balanced approach while still complying with local content programs in operating markets.

### AMOUNT OF ORDERS AWARDED TO SUPPLIERS:



In 2019, 84 per cent of NPCC's total order value was awarded to local subcontractors, showing an improvement on 2018. This approach also helps to develop local subcontractors by engaging them in major regional projects, which ultimately serves to increase their global competitiveness.

### VALUE OF ORDERS AWARDED TO SUBCONTRACTORS:



### ASSESSMENT OF SUPPLIERS

NPCC suppliers constitute a significant part of the business community. As such, the company has an obligation to act responsibly towards them.

At NPCC, we comply with our Code of Conduct and manage our operations in an honest and transparent manner. Our suppliers are also committed to our Code of Conduct, as required from the pre-qualification stage of engagement.



09

**Environmental  
stewardship**

Greener NPCC taskforce achievements	66
Reporting performance	67

# Minimizing our impact

GRI Standard code: (103-1), (103-2), (103-3), (302-1), (302-3), (302-4), (303-1), (303-4), (305-1), (305-2), (305-3), (305-7), (306-2), (306-4), (307-1)

NPCC works to minimize the impact of its operations on the environment, in recognition of its responsibility to future generations. As a semi-government entity, the company complies fully with the UAE's vision and its commitment to the Paris Climate Agreement, in addition to the United Nations' Sustainable Development Goals, and the UAE Green Agenda 2015-2030.

The Greener NPCC taskforce was established in 2017 to drive the roll-out of environmental initiatives across the company and to report their impact on a quarterly basis.

We are committed to the protection and enhancement of the environment by:

- Addressing global challenges such as climate change, food and water supply, energy demand, and waste management, with innovative solutions
- Minimizing discharges, waste, and emissions, enhancing energy performance, and optimizing the use of natural resources
- Ensuring that energy performance improvements are considered throughout the duration of the intended lifecycle of our assets
- Optimizing the positive health, safety, environmental, energy, and societal impacts of our operations.

## GREENER NPCC TASKFORCE ACHIEVEMENTS

The Greener NPCC team is happy to announce its achievements in energy and water savings during 2019, as summarized below:



**11,000**  
Energy savings (x 1000 KWh)



**85**  
Water savings (x 1000 cubic meters)



**2,850**  
Utilities savings (x 1000 AED)



**4,530**  
GHG reductions (tons)

## REPORTING PERFORMANCE

GRI Standard code: (302-1), (302-3), (302-4), (303-1), (303-4), (305-1), (305-2), (305-3), (305-4), (305-5), (305-7), (306-2), (306-4), (307-1)

In 2019, NPCC implemented several initiatives to reduce both emissions and energy consumption at our fabrication yard, and on our offshore barges. These included the replacement of conventional welding machines with energy-efficient welding machines, the introduction of variable speed drive technologies, and the installation of a 50 KW solar photovoltaic system. In addition, Greener NPCC deployed initiatives to reduce electricity consumption across other critical areas of the company.

## GREENHOUSE GAS EMISSIONS

Steel fabrication is an integral part of NPCC's value chain, and it has been a key challenge to the company's efforts to reduce its carbon footprint. Significant investment has been made in improving our GHG results, the impact of which is detailed in the chart below.

2017	
Direct GHG emissions (metric ton CO <sub>2</sub> Eq)	1,928
Indirect GHG emissions (metric ton CO <sub>2</sub> Eq)	38,984
<b>Total GHG emissions (metric ton CO<sub>2</sub> Eq)</b>	<b>40,912</b>

2018	
Direct GHG emissions (metric ton CO <sub>2</sub> Eq)	986
Indirect GHG emissions (metric ton CO <sub>2</sub> Eq)	37,067
<b>Total GHG emissions (metric ton CO<sub>2</sub> Eq)</b>	<b>38,053</b>

2019	
Direct GHG emissions (metric ton CO <sub>2</sub> Eq)	808
Indirect GHG emissions (metric ton CO <sub>2</sub> Eq)	34,294
<b>Total GHG emissions (metric ton CO<sub>2</sub> Eq)</b>	<b>35,102</b>

# Scope 1: Fuel consumption

NPCC’s diesel and petrol consumption fell between 2017 and 2018 by 26 per cent and 11 per cent respectively. A substantial increase in steel fabrication in 2019, however, prompted a rise in consumption for both fuel types, as noted below.

2017	
Diesel (Liters)	119,142,601
Petrol (Liters)	503,755
2018	
Diesel (Liters)	88,710,906
Petrol (Liters)	449,918
2019	
Diesel (Liters)	123,967,456
Petrol (Liters)	467,843

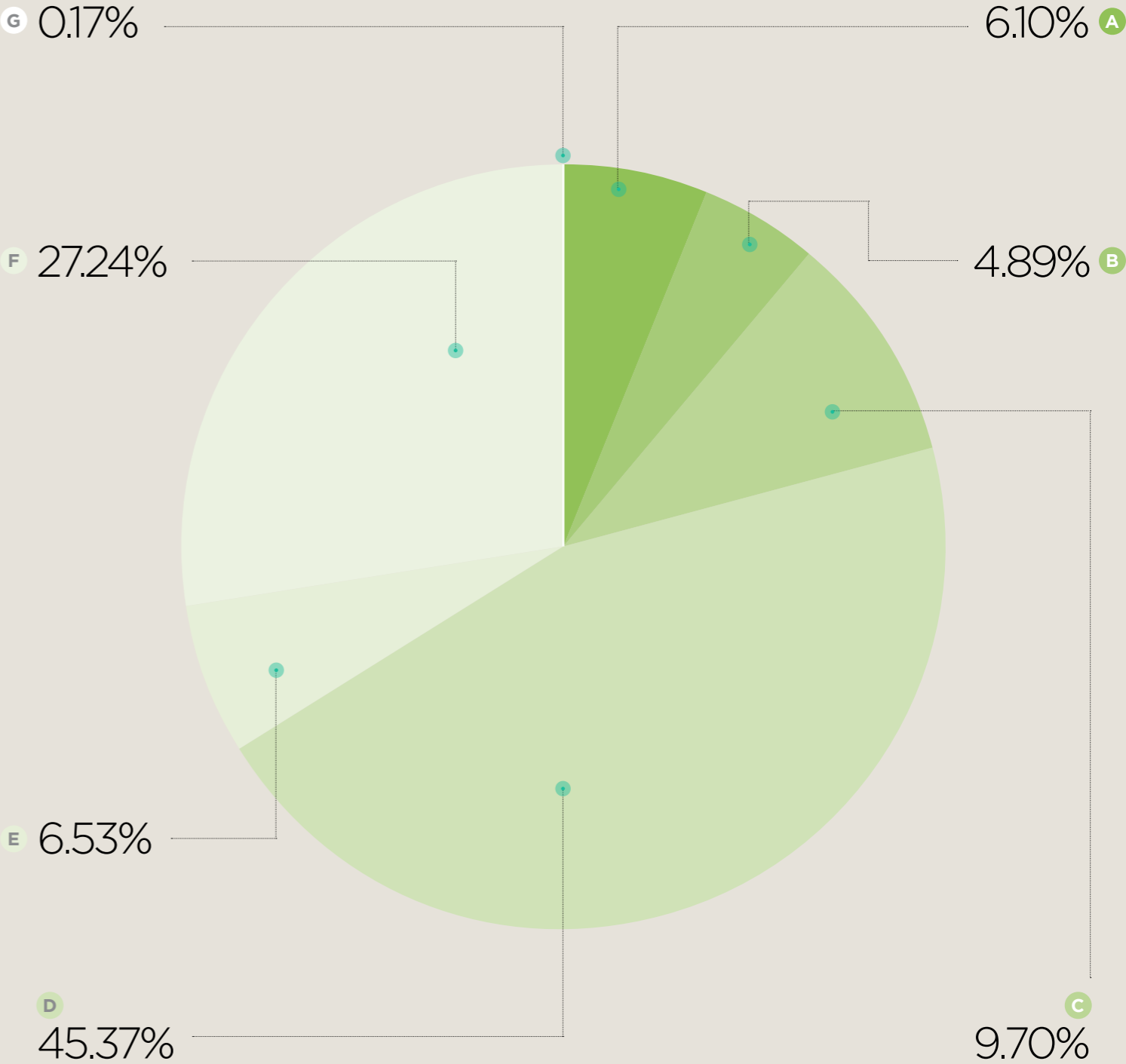


# Scope 2: Energy consumption

**ENERGY CONSERVATION MEASURES**  
NPCC seeks to reduce energy usage across its operations by investing in innovation and working to improve energy efficiency. We also aim to develop opportunities to reduce emissions and water consumption, under the steer of the Greener NPCC taskforce.  
NPCC has developed a structured five-year energy saving plan to help drive the reduction and optimization of key utilities, supported by a range of associated initiatives.  
Using 2017 as a baseline, the initiative targeted a 30 per cent reduction in energy use over the subsequent five-year period, supported by the Energy Conservation Measures (ECMs) noted in the chart opposite. This shows the contribution of each measure to the reduction in energy use.  
The ECMs completed in 2019 met their company-assigned targets. Behavioral measures, for example, reached their forecast savings goal of 11,000 MWh.  
The upgrade of older air conditioning units with more efficient models is an example of an effective and ongoing ECM. This measure has to date achieved 24 per cent of its anticipated savings potential.  
By end-2019, NPCC had successfully launched and completed several ECMs. Some remain ongoing, while others are scheduled to begin from 2020 onwards.

**11,000**  
NPCC reached its forecast savings goal of 11,000 mega watts per hour for behavioral ECMs in 2019

## ENERGY CONSERVATION MEASURES



- A** Behavioral energy conservation measure
- B** Replacement of standard commercial lighting with LED lighting
- C** Replacement of standard industrial lighting with LED lighting
- D** Replacement of standard air conditioning with efficient air conditioning
- E** Replacement of standard electric water heaters with thermodynamic, solar water heaters
- F** Replacement of conventional welding machines with energy-efficient welding machines
- G** Installation of 50KW solar photovoltaic system

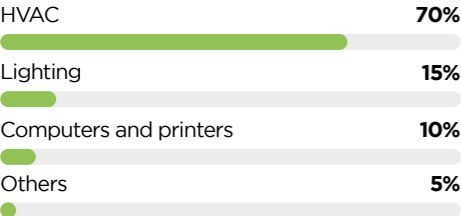
ENERGY CONSUMPTION COMPARISON

NPCC achieved a 4.9 per cent reduction in energy use in 2018, and a 7.12 per cent saving in 2019 (compared to the 2017 baseline). This translates to 4.5MWh and 6.5MWh for 2018 and 2019, respectively.

NPCC's electricity consumption is divided between standard commercial use, deployed in lighting office buildings, and industrial use for our operations at the fabrication yard in Mussafah, Industrial City of Abu Dhabi (ICAD).

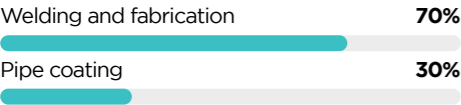
The graph below illustrates the approximate breakdown of NPCC's electricity consumption (both commercial and industrial).

Commercial energy use distribution



53%

Industrial energy use distribution



47%

Using 2017 as a baseline, NPCC's Sustainability Report will continue to document energy consumption, as we maintain our commitment to reducing usage through investment in innovation and improvements in operational efficiency. In 2019, we witnessed a significant reduction of 25 per cent in energy consumption, thanks to the effectiveness of the environmental initiatives in place.

NPCC energy consumption (2008-19) - GWh



Scope 3: Transport and logistics

NPCC's offshore fleet operations primarily emit two major gases: nitrogen oxides (NOx) and sulfur oxides (SOx). In tracking these, assumptions have been made to allow for the lack of a formal monitoring mechanism.

NPCC's operational efficiency initiatives successfully reduced NOx emission levels by a significant 65 per cent in 2019 from the baseline emission volume of 2017. Sulfur oxides emission levels fell by an estimated 40 per cent in 2019 from the baseline emission volume of 2017.

2017	
NOx (tons)	78.1
SOx (0.01 gram per liter – kg)	5
2018	
NOx (tons)	40
SOx (0.01 gram per liter – kg)	3.6
2019	
NOx (tons)	32.7
SOx (0.01 gram per liter – kg)	3



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# Water consumption

GRI Standard code: (103-1), (103-2), (103-3), (303-1), (303-2) (303-5)

Water is an integral part of NPCC's operations and facilities, and is used across our premises and processes. We are committed to reducing our consumption levels and to promoting water conservation, including through the effective and sustainable management of water discharges. Our aim is to maximize the return of water back into the Arabian Gulf with minimal adverse environmental impact.

Our Greener NPCC taskforce is responsible for optimizing our water consumption, with the goal of achieving a 30 per cent reduction over a five-year period (using 2017 as the baseline). NPCC has set out a number of water-saving initiatives, as summarized below:

- The replacement of existing fixtures with low water regulators
- The repair of our underground network and the repairing of water leaks.

To date, NPCC has reduced its water consumption by 84,800 gallons, compared to 2017. This translates to a reduction of 3.7 per cent and 2.8 per cent for 2018 and 2019, respectively.

WATER CONSUMPTION  
(IN GALLONS)

2019 1.21M

2018 1.25M

2017 1.30M

6.5%  
Reduction since 2017

# Waste management

GRI Standard code: (103-1), (103-2), (103-3), (306-2)

At NPCC, we continuously seek to improve our waste management practices to both minimize any potential impact, and to comply with international best practices and Abu Dhabi Waste Management Center regulations. As a company, we apply the principles of reduce and reuse to minimize the amount of waste generated or wasted.

NPCC engages specialized contractors to ensure the proper disposal of waste produced from our operations. This agreement is based on the practices NPCC is committed to, and is in line with the company’s commitment to reducing its environmental footprint. Vendors must also adhere to the procedures enforced by The Center for Waste Management (CWM).

The major items that are subject to disposal include:

- Contaminated soil sludge (a mix of soil, diesel, and oils)
- Contaminated wastewater
- Crushed fluorescent lamps
- Used cotton waste (used for oil cleaning)
- Waste dope (a mixture of coal tar, sand, and cement)
- Waste FBE powder
- Waste paint in solid form.

For non-hazardous waste, NPCC’s approach to managing large volumes of construction waste – and where possible minimizing waste generation – continues to prove effective. The following table discloses the volumes (in metric tons) for 2017, 2018, and 2019.

MATERIAL	TOTAL WEIGHT (MT)		
	2017	2018	2019
Cable	265.89	413.14	259.74
Carbon steel	13,059.96	11,351.18	20,919.92
Cartons	0.00	13.60	16.42
Damaged and cut-off wood	168.04	118.13	126.78
Exotic material	63.73	55.44	38.68
Miscellaneous	8.11	19.50	11.48
Plastic/rubber	163.40	181.31	87.28
Welding electrodes	11.97	9.36	1.73
Wood/timber	444.59	350.58	471.51



11

# Our people

Headcount	80
Diversity	82
Joining NPCC	84
Turnover	86
Emiratization	88
Benefits	90
Allowances	91
Learning and development	92
Employee engagement	98
Health, Safety, and Environment (HSE)	100



# Developing our employees

GRI Standard code: (103-1), (103-2), (103-3)

NPCC is committed to supporting the career development of its employees. For this reason, 'people' is one of the company's five strategic pillars, and we have enhanced our human capital (HC) capabilities to ensure employees are supported to reach their full potential.

NPCC management has been assigned a set of HC initiatives and key performance indicators (KPIs), which are monitored on a quarterly basis to ensure employees remain satisfied, happy, and motivated to achieve company objectives. In addition, these KPIs are reported on a quarterly basis to our CEO, and any challenges discussed in our monthly management meetings.

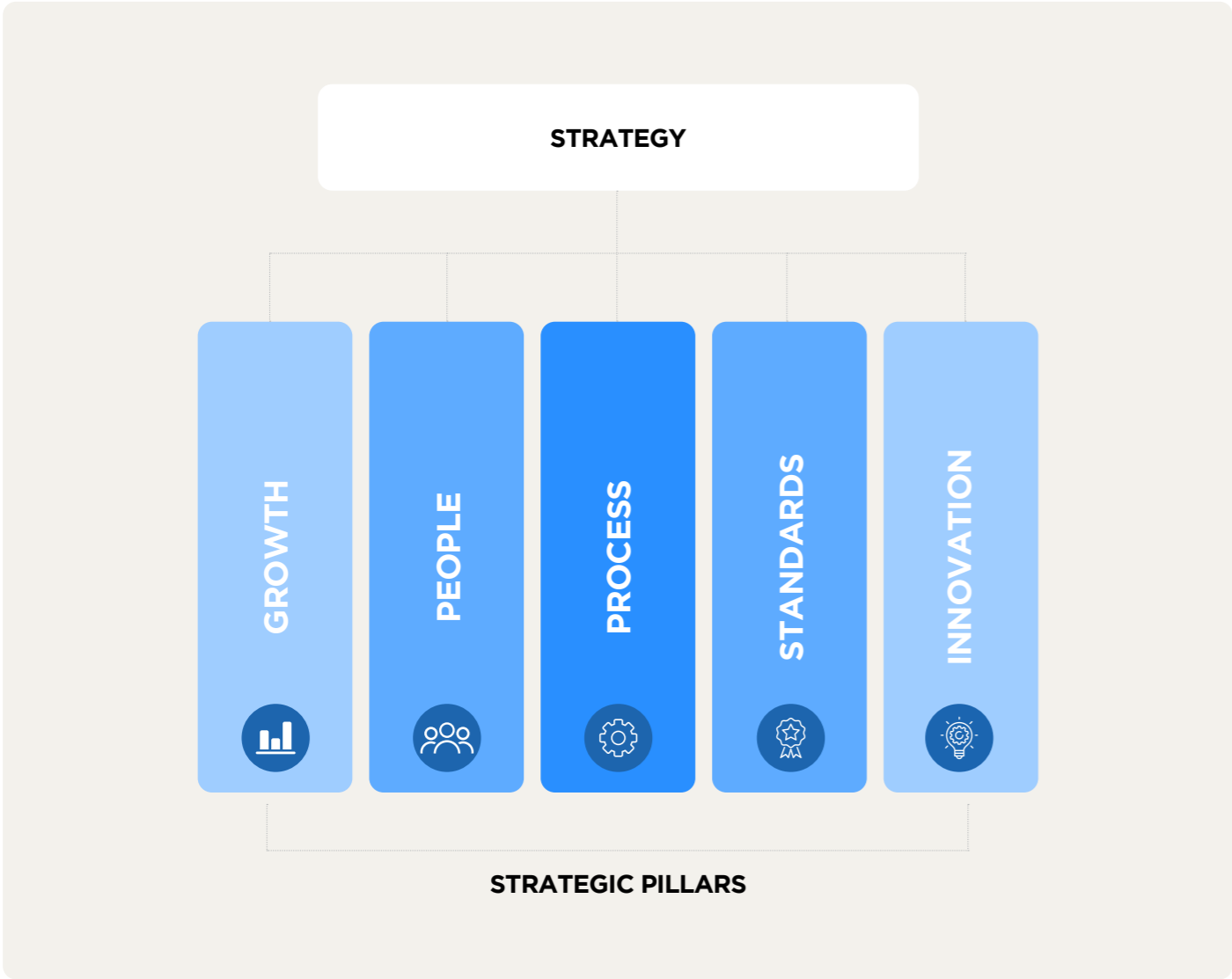
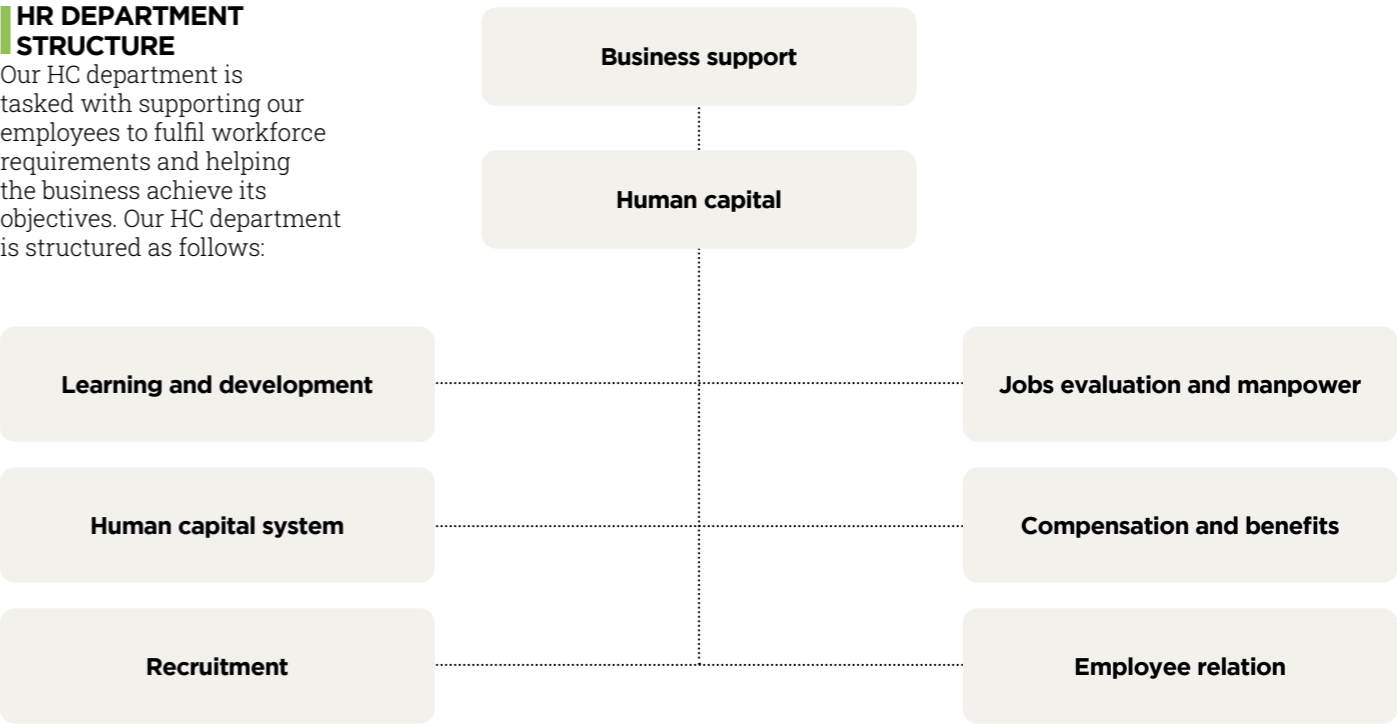
Action plans are developed to ensure KPIs are met and exceeded.

Some of the related strategic initiatives include:

- **Competency model:** NPCC has built an engineering competency module to identify the key technical skills, qualifications, experience, and knowledge required to deliver high-quality engineering work
- **Emiratization:** NPCC has a range of programs designed to empower UAE Nationals, that are supported at the highest level of management. They include a university scholarship program for Emiratis, recruiting the right talent in the right posts, and a career development program for new joiners
- **Succession planning:** NPCC has a clear succession plan that is monitored on a monthly basis. This acts to ensure we develop the right talent to secure and continue the company's success
- **Internal communication:** a key factor in our success is our ability to strengthen communications between and across internal departments.

## HR DEPARTMENT STRUCTURE

Our HC department is tasked with supporting our employees to fulfil workforce requirements and helping the business achieve its objectives. Our HC department is structured as follows:

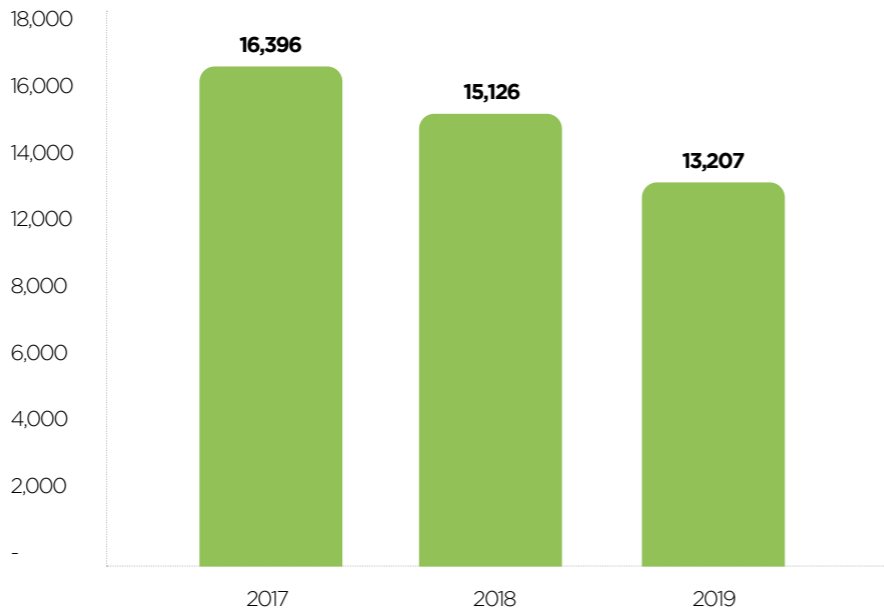


# Headcount

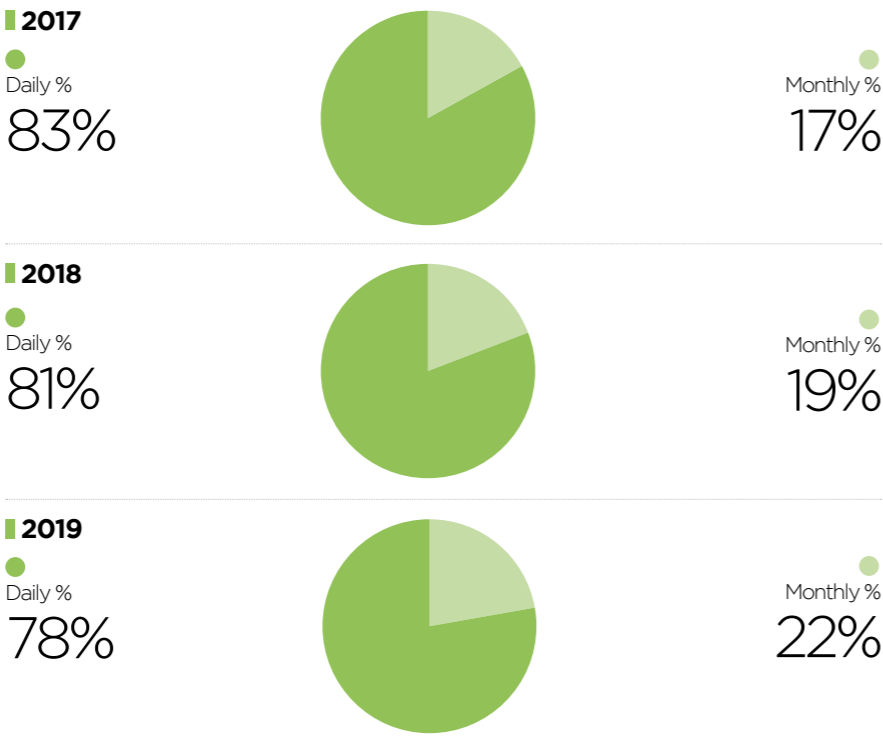
GRI Standard code: (102-7), (102-8), (401-1)  
NPCC is committed to ensuring equal opportunities, in order to promote diversity in its corporate culture. As one of the largest EPC companies in the UAE and GCC, NPCC employed 13,207 people in 2019, as shown in the graph (right).

Due to the nature of NPCC's work, the majority of our staff are deemed to be daily employees, meaning they have a daily contract. The graph (right) shows that 78 per cent of our total staff were daily employees in 2019.

## TOTAL NUMBER OF EMPLOYEES



## DAILY VERSUS MONTHLY EMPLOYEES



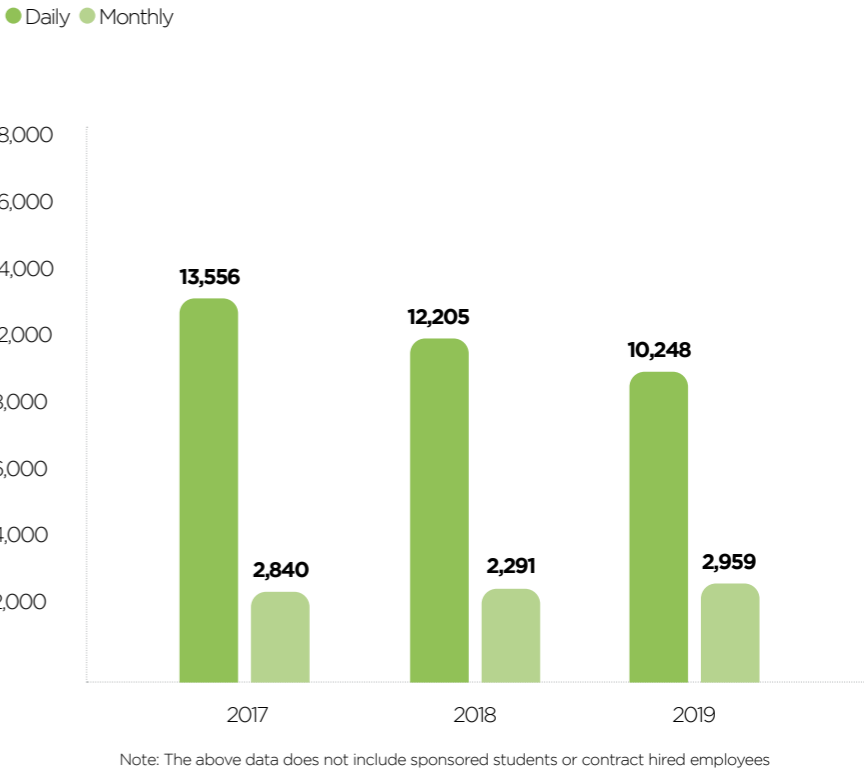
NPCC saw a fall in daily employees in 2019, due to the completion of several projects (right). The graph also reflects a rise in monthly staff; a response to NPCC's growth and expansion into new markets.

NPCC offers various types of employment contracts. These are:

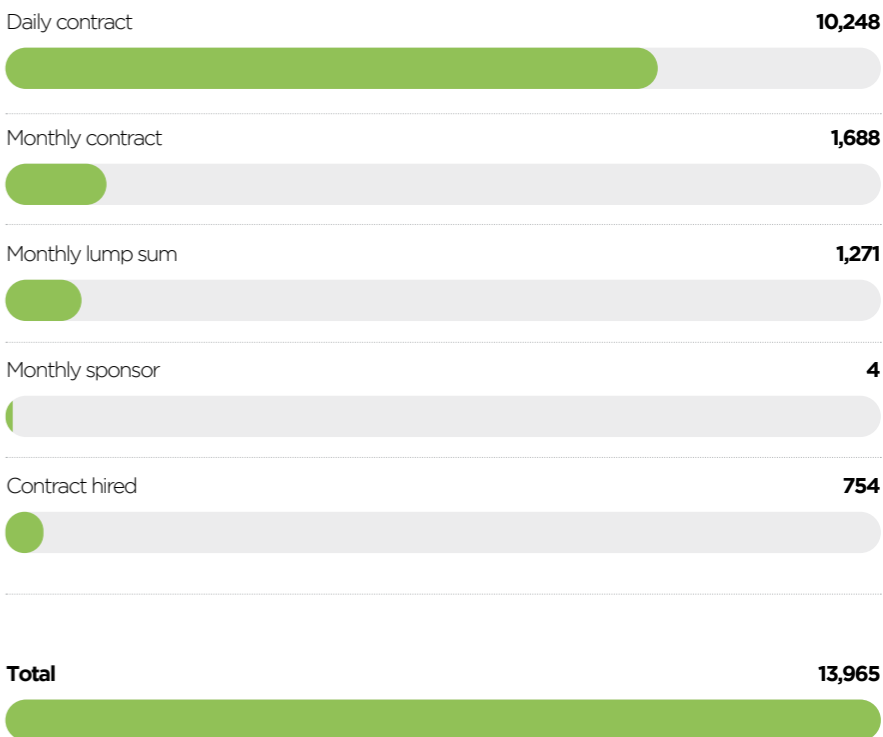
- **Daily contract:** salary is paid as per the number of days worked
- **Monthly graded:** a monthly contract that falls under the grading system
- **Monthly lump sum:** a monthly contract that includes benefits such as a bonus and educational allowances. The lump sum is equivalent to a certain grade in NPCC's grading system
- **Monthly sponsor:** students sponsored by NPCC, who will join the company upon completion of their education
- **Contract hired:** employees that have a temporary contract with NPCC.

Our total number of employees in 2019, including the sponsored students and contract hired, was 13,965 (right).

## TOTAL NUMBER OF EMPLOYEES (DAILY AND MONTHLY)



## TOTAL NUMBER OF EMPLOYEES BY CONTRACT TYPE



Diversity

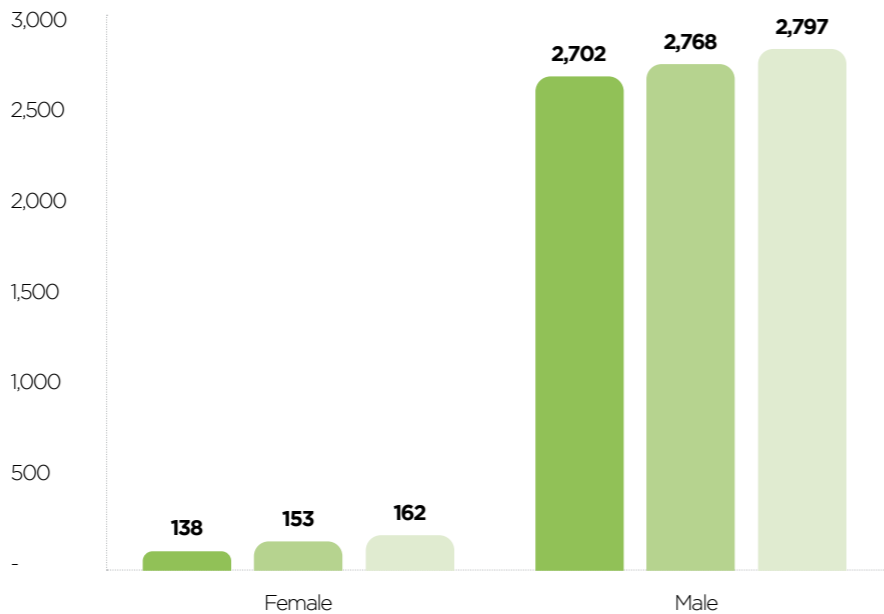
GRI Standard code: (103-1), (103-2), (103-3), (405-2)

NPCC seeks to promote a culture of diversity through its multicultural workforce, and its ongoing efforts to create a gender-balanced workplace. This is a key factor in the company's ongoing success.

As the majority of our people are blue-collar staff, they are typically also male. The graph (right) shows the gender divide among NPCC's monthly staff, and highlights a slight increase in joiners from both genders.

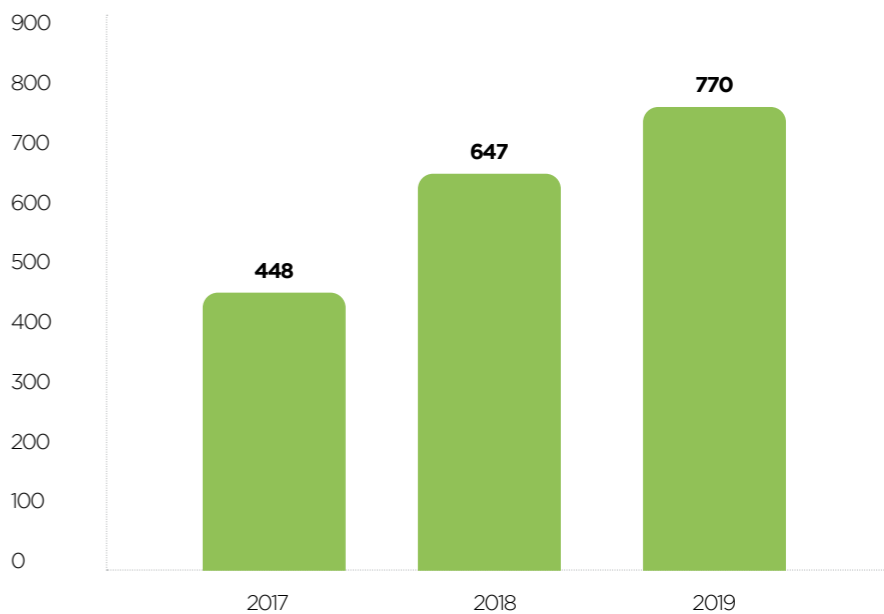
MONTHLY EMPLOYEES BY GENDER

2017 2018 2019



NPCC recruits temporary staff under a special contract called 'contract hired'. The graph (right) shows the number of contract hired workers over the last three years.

NUMBER OF CONTRACT HIRED EMPLOYEES

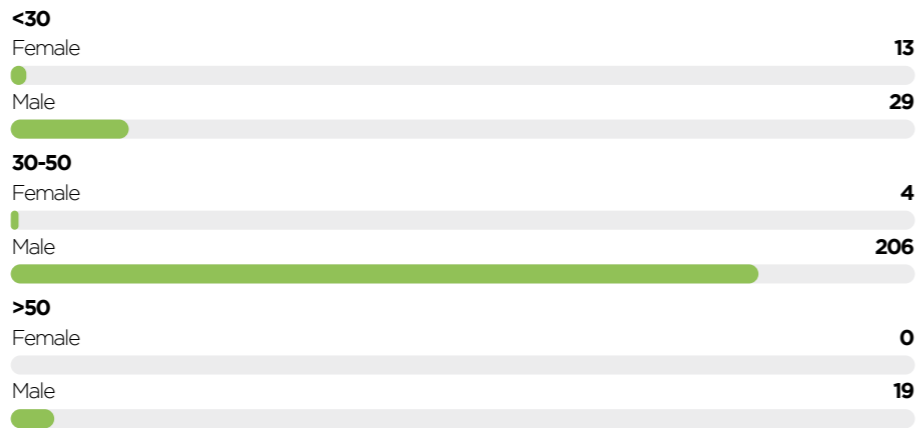


The table (right) shows the number of male and female joiners based on age.

MALE AND FEMALE JOINERS BASED ON AGE

Age group of new hires in 2019	Daily		Monthly	
	Female	Male	Female	Male
<30	1	113	13	29
30-50	0	116	4	206
>50	0	5	0	19
Total	1	234	17	254

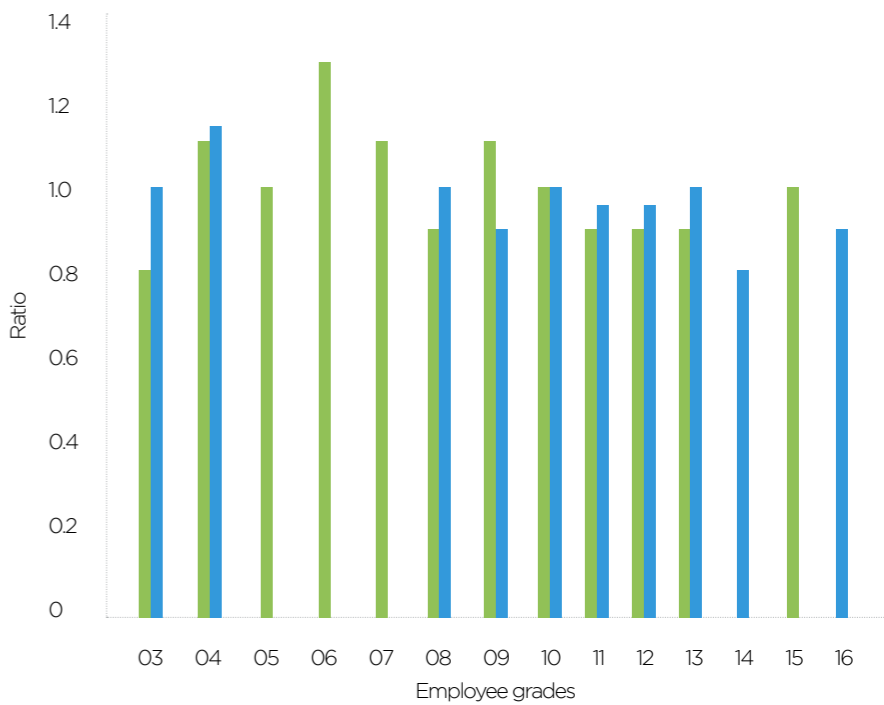
MONTHLY EMPLOYEES, BY AGE AND GENDER



The graph (right) captures the average female basic salary at NPCC, compared to the average male basic salary.

AVERAGE FEMALE BASIC VS AVERAGE MALE BASIC (RATIO)

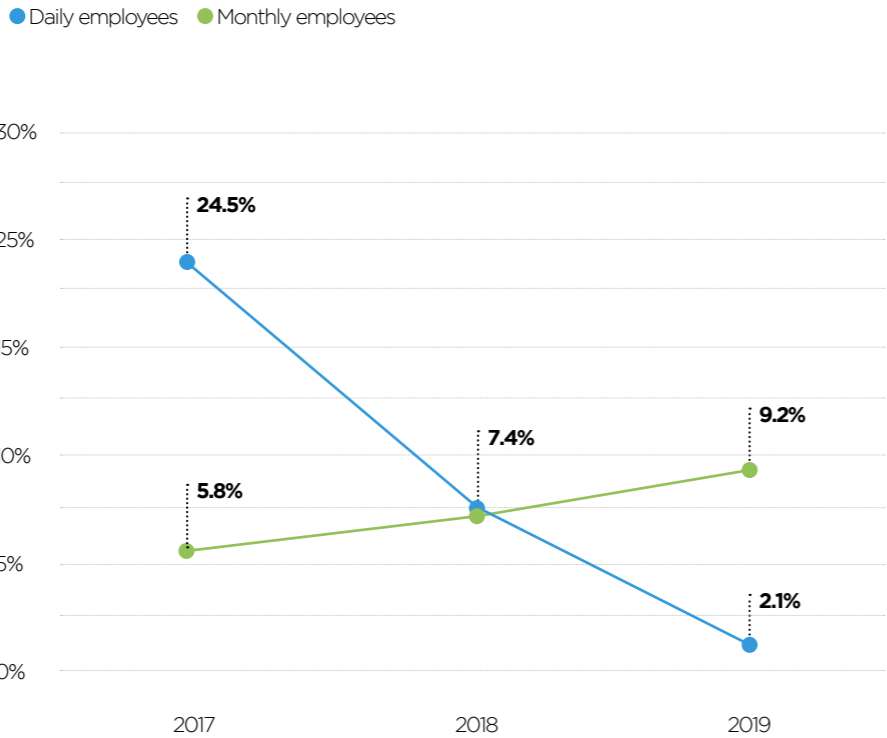
Expat UAE



# Joining NPCC

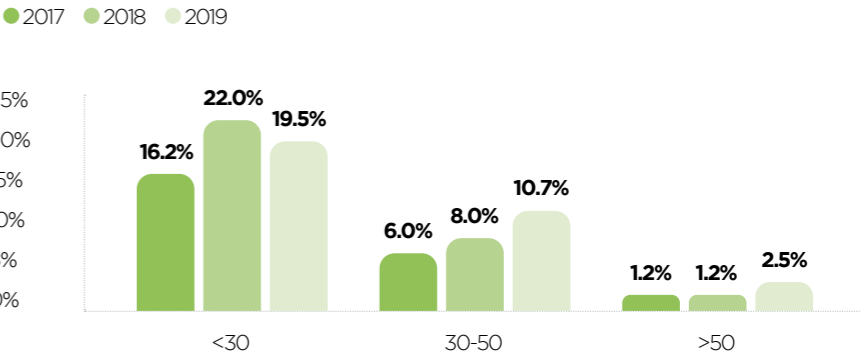
GRI Standard code: (401-1)  
NPCC in 2019 saw a decline in the number of daily employees, and an increase in monthly employees. All data related to daily employees is directly connected to the number of projects handled and the stage of project completion.

### JOINING NPCC

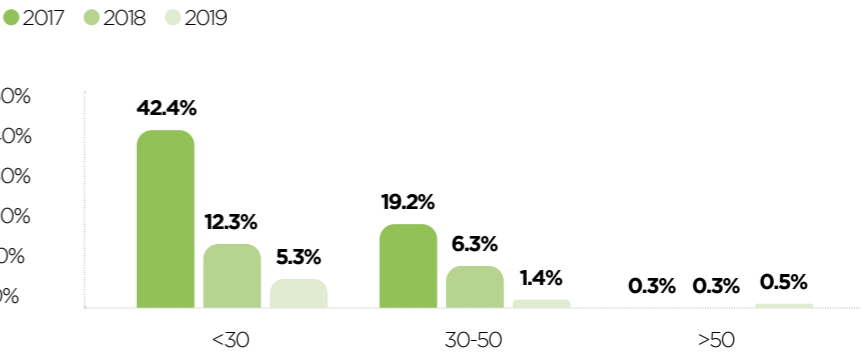


Most of our monthly and daily joiners were below the age of 30. Very few employees joined the company aged 50 and above.

### MONTHLY JOINERS BY AGE



### DAILY JOINERS BY AGE

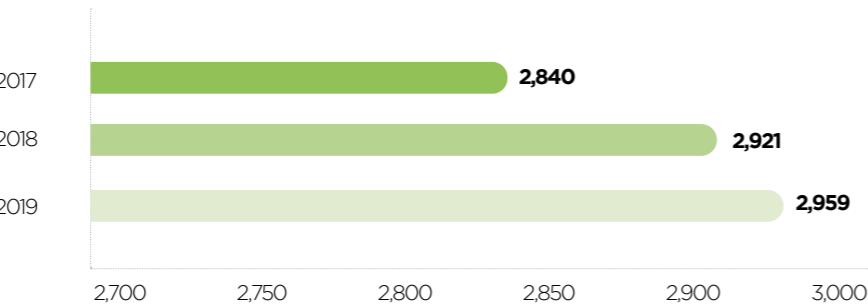


The top graph (right) shows an rise in the number of female NPCC employees. This reflects the supportive environment that we offer women, helping them to strike a healthy work/ life balance.

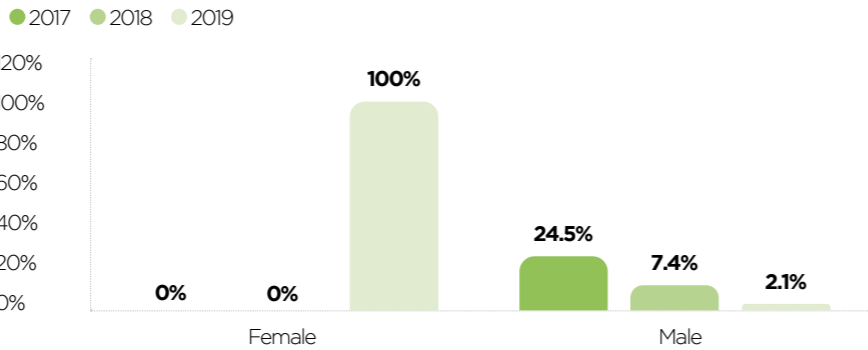
The data also shows an increase in the number of male monthly employees, reflecting the wider growth of the company.

As is typically in the industry, NPCC employs few female daily employees. In 2019, just one female daily employee joined the company, while there was also a fall in the number of male joiners.

### TOTAL MONTHLY EMPLOYEES



### PERCENTAGE INCREASE IN DAILY JOINERS, BY GENDER



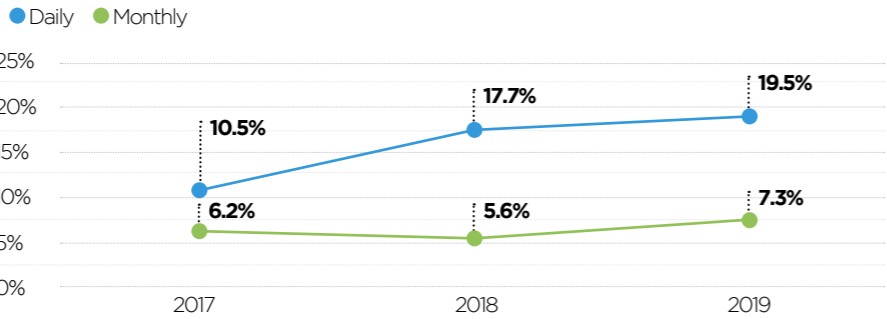
NPCC employs men and women from the age of 20, up to 50 and beyond



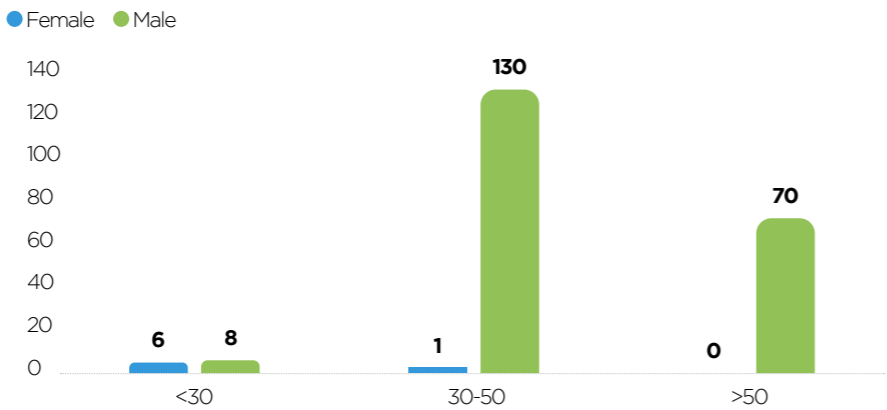
# Turnover

GRI Standard code: (401-1), (402-1)  
The graph (right) shows an increase in daily staff turnover. This reflects the completion of a number of projects and the near-completion of most remaining projects.

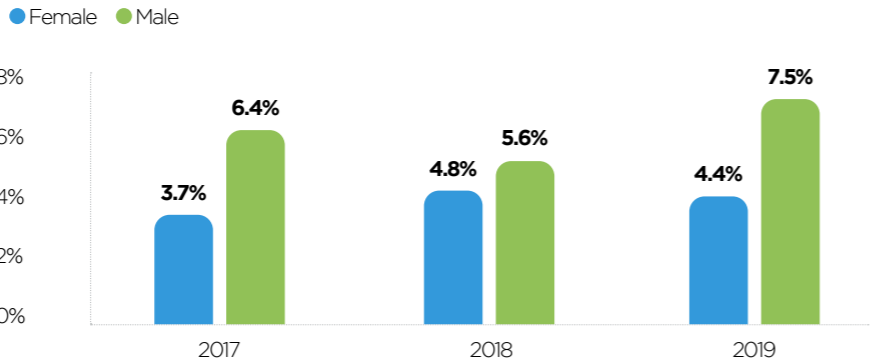
### TURNOVER RATE



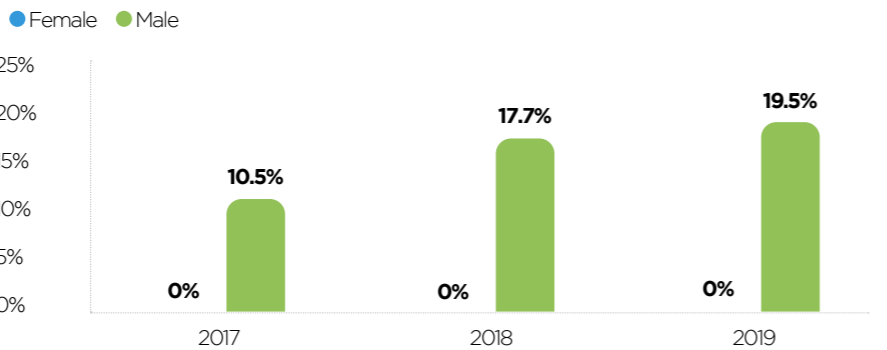
### TURNOVER BY AGE AND GENDER, 2019



### MONTHLY TURNOVER BY GENDER

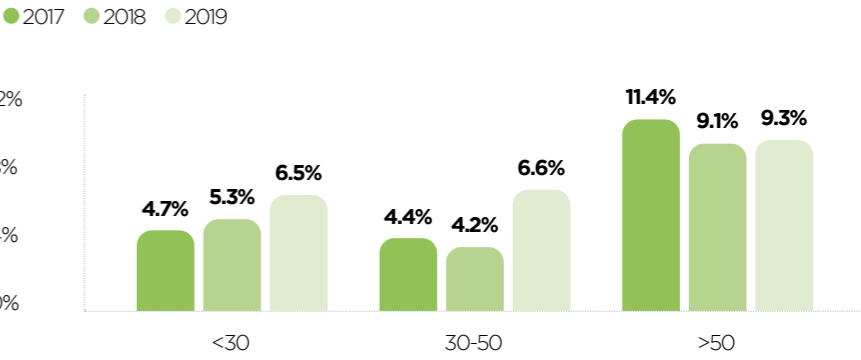


### DAILY TURNOVER BY GENDER

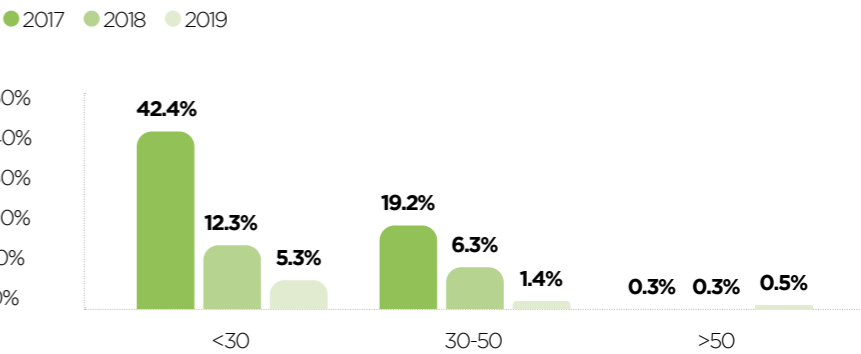


Members of the group with the highest monthly turnover were aged 50 and above and close to retirement age. NPCC gifts a financial award to employees who retire after extended service. Among daily employees, the turnover is highest among younger workers, a finding that reflects the average age of this workforce.

### MONTHLY TURNOVER BY AGE



### DAILY TURNOVER BY AGE



The graph (right) shows a detailed analysis of staff turnover by gender.

The table (right) shows the minimum notice period for each employee type:

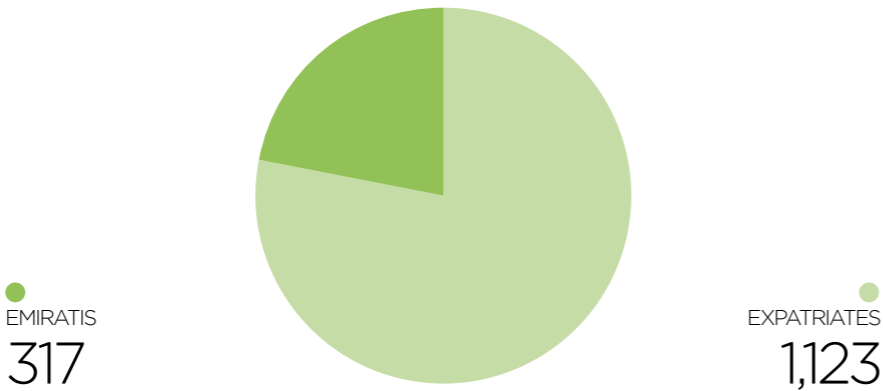
Employee type	Notice period
Daily	7-30 days, depending on service period
Grade 14 and below	2 months
Grade 15 and above	2 months

# Emiratization

GRI Standard code: (201-3), (202-2), (401-2)  
In 2019, NPCC increased the number of Emiratis among its monthly staff to 22 per cent. The table (right) shows the number and percentage of Emiratis employed at NPCC by gender.

Emiratis comprise nearly a quarter of NPCC's monthly staff. Of that, a third are female

## NUMBER OF EMIRATI EMPLOYEES, 2019



## EMIRATI EMPLOYEES BY GENDER

Gender	Number	Percentage
Male	211	67%
Female	106	33%

NPCC urges employees to maintain a healthy work/life balance. To achieve this, the company offers a number of benefits for female employees, including:

- Retirement provision for all UAE Nationals (male and female) with pension contributions as per pension fund regulations
- Child allowance for UAE Nationals as per UAE federal law
- Financing and scholarship allowances for UAE Nationals to pursue higher education, with flexible working hours to accommodate their study schedule
- Flexibility for female UAE Nationals to change their contract to reduce the number of working hours.
- 45 days' maternity leave, provided as per UAE labor law
- Additional 15 days' child custody leave that could immediately

follow maternity leave or be taken at any time until the child reaches two years of age

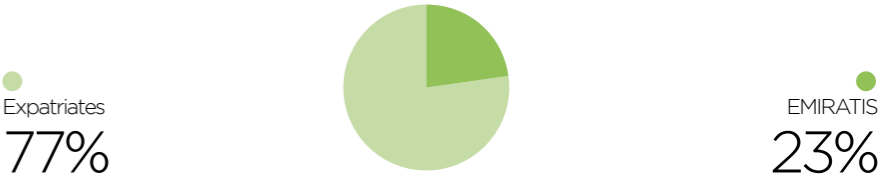
- One-hour daily nursing breaks for new mothers for a period of 18 months
- Escorted leave for Emirati women to accompany their sick children to undergo medical treatment or surgery within the UAE (inpatient cases only)
- Al Uddah leave granted with full pay for four months and 10 days to widowed Muslim female employees who request it.

NPCC prioritizes the career development of UAE Nationals, with programs designed to prepare them for senior roles. These initiatives aim to develop Emiratis across all levels – from joiner to senior manager – helping to build strong second- and third-line levels of management within the organization. They include:

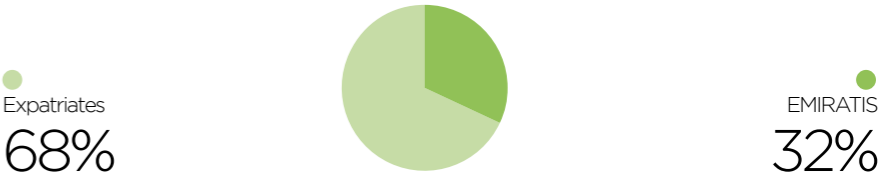
- The Tamkeen Program takes newly graduated UAE Nationals through a development journey designed by mentors and monitored by the Career Development Plan Committee. Candidates are assessed every six months to ensure meaningful progress in their career
- Tatween is a talent management program designed for mid-level Emiratis. It provides critical managerial skills to equip candidates with the capacity to manage teams
- Qiyada is a leadership potential program developed by Harvard Business School. It identifies future leaders in an organization, and works to prepare them for new roles and future opportunities
- Riyada is a leadership program designed for first-line management, to keep them updated with new leadership styles and knowledge.

At NPCC, Emiratis represent 23 per cent of employees at grade 16 and above. Of those, nearly a third hold positions in first- and second-line management, while 33 per cent are in first-line management. (Right)

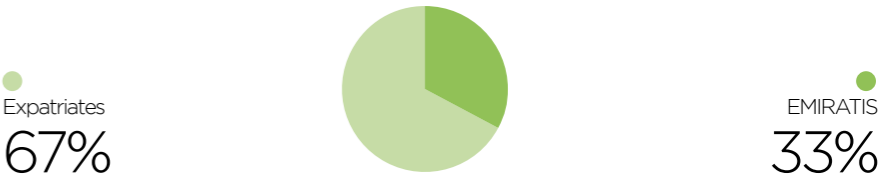
## EMIRATIS IN GRADE 16 AND ABOVE



## EMIRATIS IN FIRST-AND SECOND-LINE MANAGEMENT



## EMIRATIS IN FIRST-LINE MANAGEMENT



Benefits

GRI Standard code: (401-2), (401-3)  
Building an attractive and supportive work environment is a priority for NPCC. To this end, we offer a range of benefits to keep employees motivated and engaged. These are communicated through reviewed and updated human capital policies and are listed below.

- Flexible working hours are permitted on agreement from the department head, on the understanding staff meet the total number of working hours
- As per company policy, a period of 30 minutes is permitted as 'flexi-time' when arriving and leaving from work
- All monthly employees are given one four-hour gate pass (exit permission) per month
- Unpaid leave of up to 180 days is permitted for specific cases
- Up to 15 days' full-paid sick

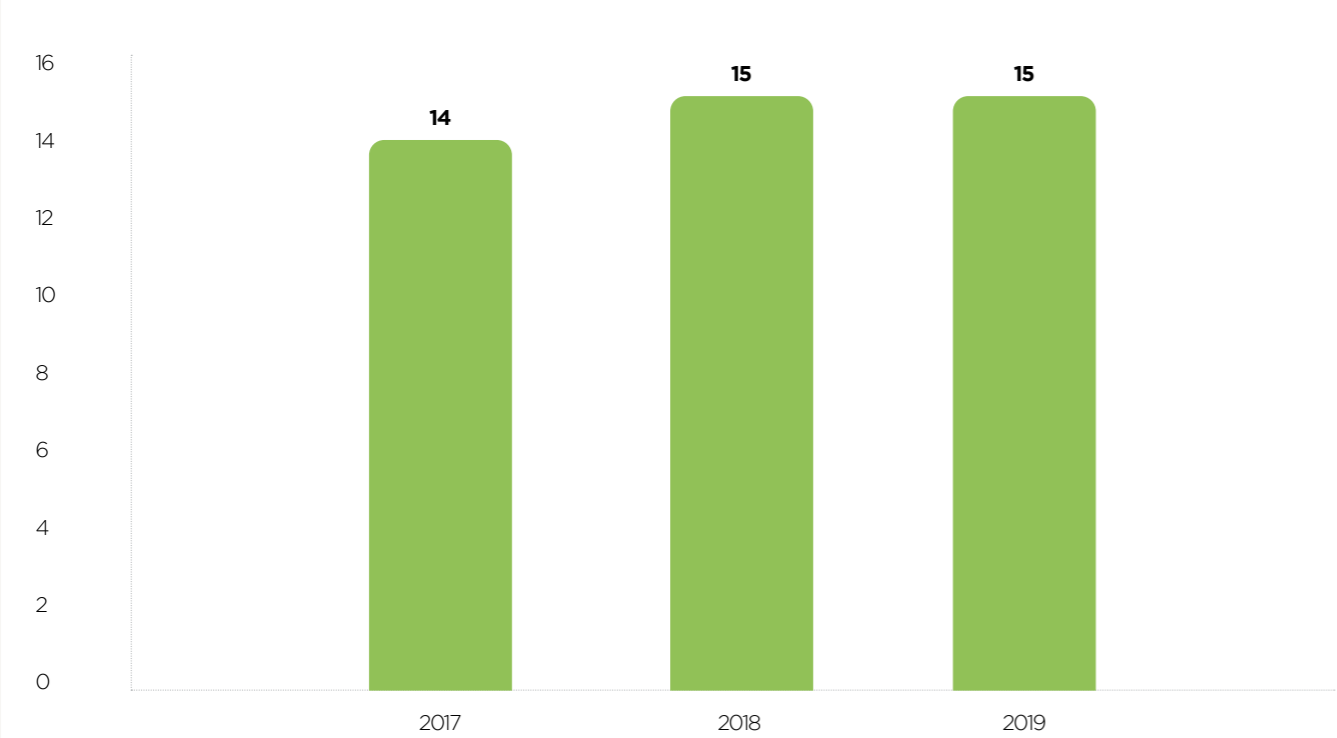
- leave, followed by 30 days' half-paid sick leave is permitted for outpatients
- Six months' full pay in case of an accident and half pay for the following six months
  - Up to 15 days' Hajj leave for expats and 21 days for UAE Nationals once during their service
  - Approximately seven days' compassionate leave
  - Up to 15 days' examination leave for UAE Nationals per year. An additional two weeks' paid leave is offered to employees sitting 12th grade examinations once during their service
  - Escorted leave with immediate family members to undergo medical treatment or surgery overseas
  - Medical coverage for all employees
  - Life insurance for senior management
  - Disability and invalidity coverage,

provided on a case-by-case basis

- Male married employees are also granted three days' paternity leave pre- or post-delivery. The graph below shows the number of employees who took paternity leave between 2017 and 2019.

15  
Employees are eligible to receive 15 days' Hajj leave once during their service with NPCC. For UAE Nationals, the period is 21 days

NUMBER OF EMPLOYEES WHO TOOK PATERNITY LEAVE

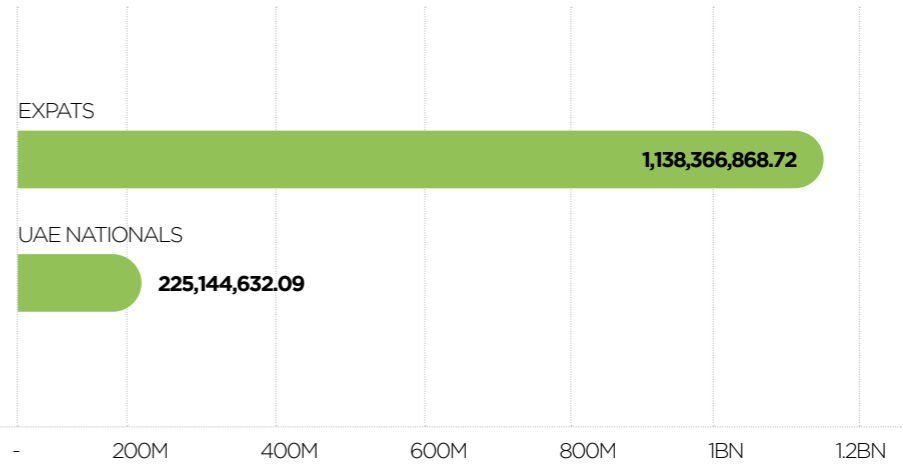


Allowances

GRI Standard code: (401-2)  
NPCC provides competitive pay to attract a qualified and experienced workforce. The tables (right) show the annual salaries and benefits paid for monthly employees

ANNUAL SALARIES AND BENEFITS

UAE Nationals	Annual salary and benefits in AED	Annual training expenditure
317	225,144,632.09	934,995.99
Expats	Annual salary and benefits in AED	Annual training expenditure
14,192	1,138,366,868.71	1,398,784.61



NPCC offers a range of compensatory benefits and allowances to support the financial stability of employees. These benefits include:

- Accommodation allowance paid on a monthly basis. Employees may choose to receive the allowance semi-annually, and in advance
- Housing allowance provided for monthly employees, which can be taken six months in advance
- Educational allowances for children of UAE Nationals
- Family subsidiaries to support expats with their children's education
- Air tickets for expats and their family once a year
- Zero-interest rate car loan for monthly employees every four years
- Monthly supplemental allowance for employees

- at grade four and above to compensate for general living expenses
- Transportation where private vehicles are required for company purposes
- Monthly job allowance to raise employees' total pay packages to competitive market levels
- Social allowance paid in accordance with the applicable UAE federal law
- Remote area allowance, when an employee is required to work and reside in an extremely isolated location or endure physical hardship for the duration of those conditions
- Offshore allowance for eligible employees to compensate for the hardship of working conditions
- Special qualification allowance for monthly QC inspectors, NDT operators, and NDT technicians
- Monthly telephone allowance for all eligible employees. This

- compensates workers for the cost of phone calls associated with undertaking work-related assignments
- Overtime for eligible offshore employees to compensate for the long working hours (12-hour shifts)
- Acting assignment allowance for employees in some diving crew categories, when required to continue working in the absence of a replacement
- Generous contribution to cover all expenses associated with sending number of select employees annually to perform Umrah
- End of service compensation.

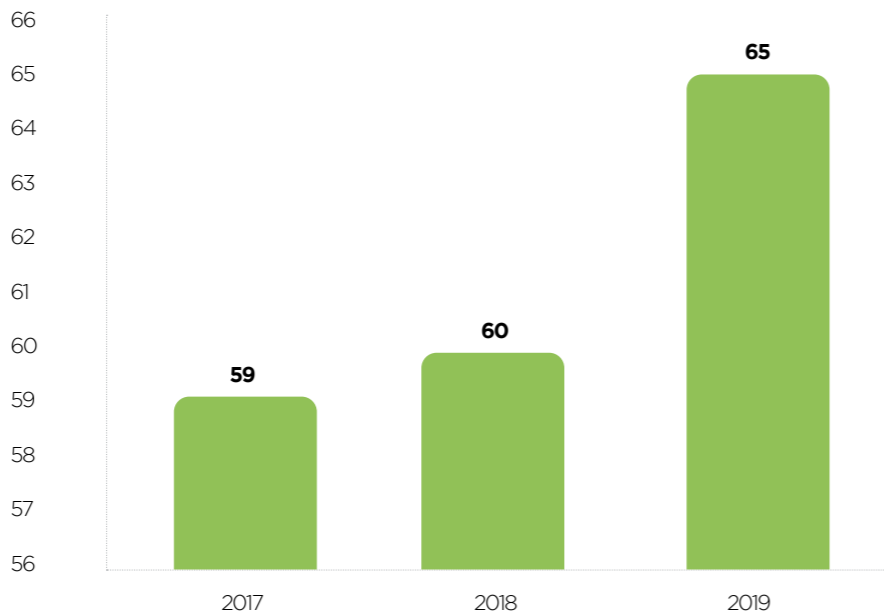
# Learning and development

GRI Standard code: (103-1), (103-2), (103-3), (404-1), (404-2), (404-3)  
NPCC is committed to its employees and their development. We aim to improve staff skills by:

- Targeting talented high-flyers to improve their knowledge
- Sharing joint efforts with universities and training centers to provide up-to-date training
- Promoting a culture of self-learning through on-the-job training and an electronic learning platform.

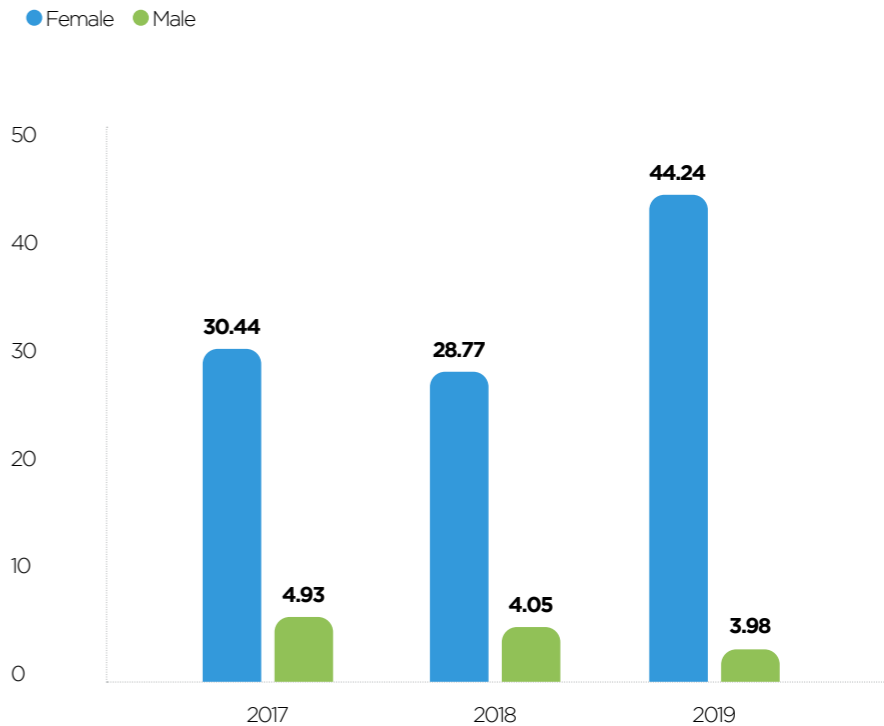
NPCC conducted 65 training courses in 2019, compared to 59 in 2017.

NUMBER OF TRAINING SESSIONS CONDUCTED



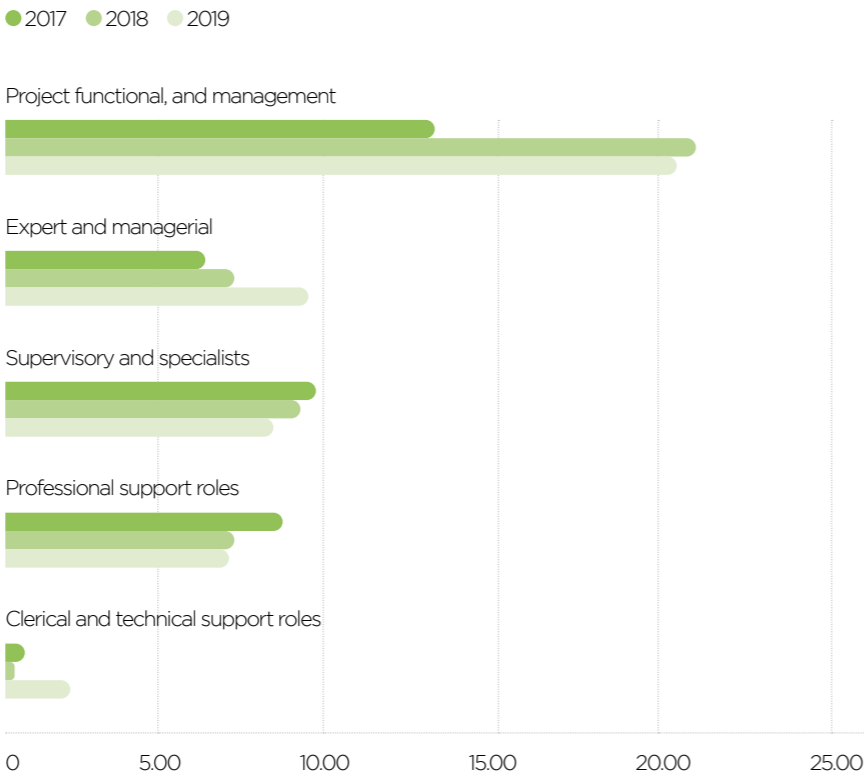
The graph (right) shows the ratio of training hours by gender from 2017 to 2019.

TRAINING RATIO HOURS, BY GENDER



The graph (right) shows the ratio and type of training hours conducted over the last three years.

RATIO OF TRAINING HOURS



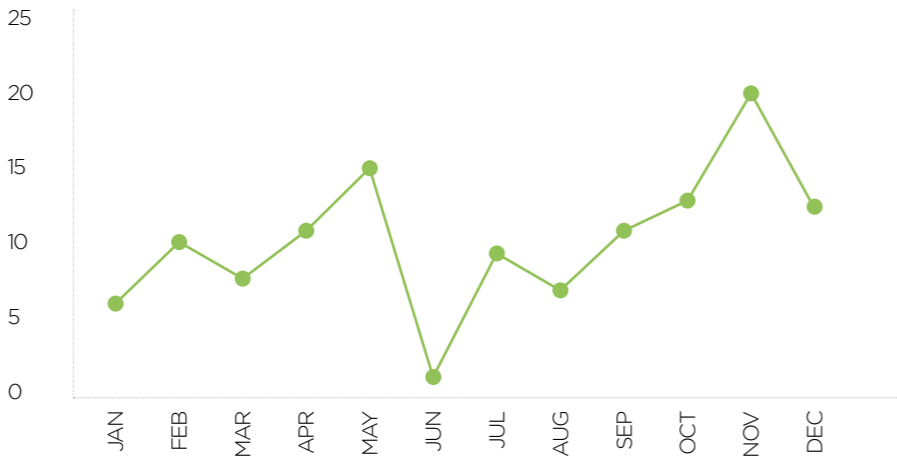
The task at hand:  
NPCC is committed to employee learning and development



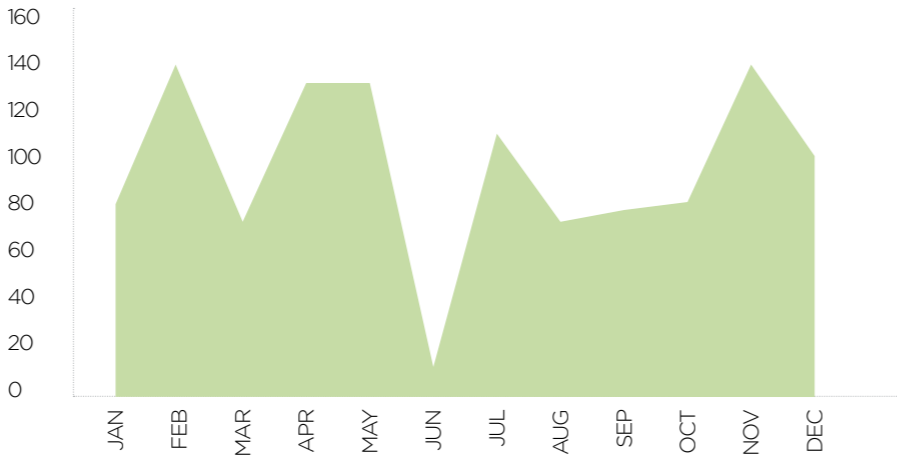
# Learning and development

In 2017, NPCC conducted 116 training courses, with a total of 1,134 employees in attendance.

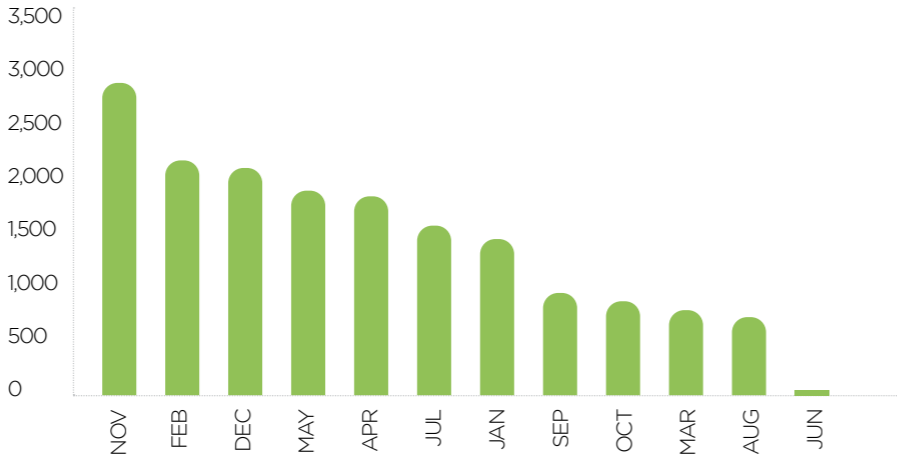
NUMBER OF TRAINING COURSES 2017



TRAINING ATTENDEES 2017

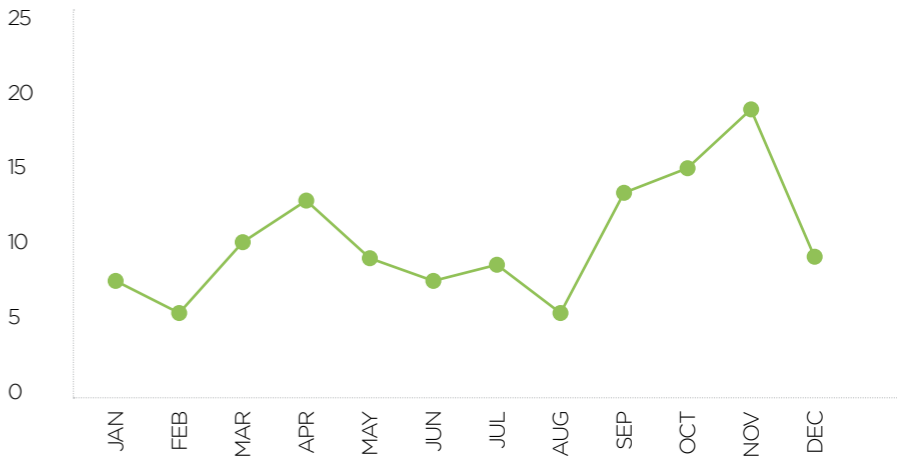


TRAINING DURATION HOURS 2017

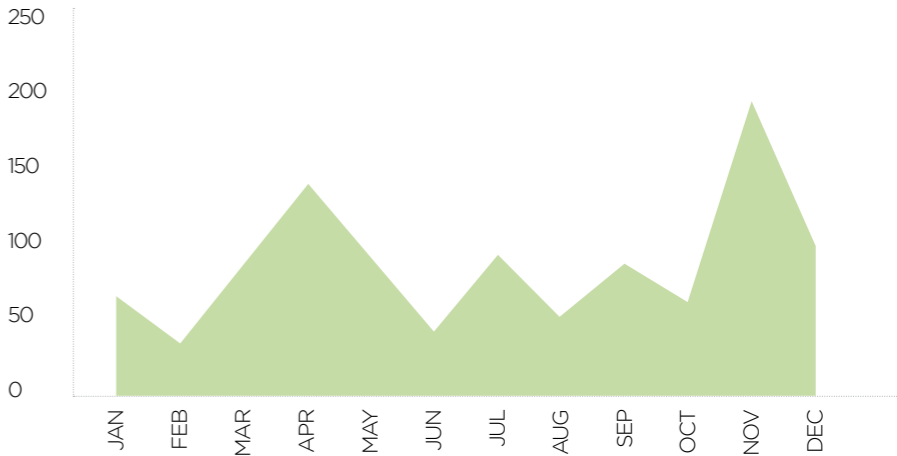


In 2018, the number of training courses decreased to 108 with 1,074 total attendees.

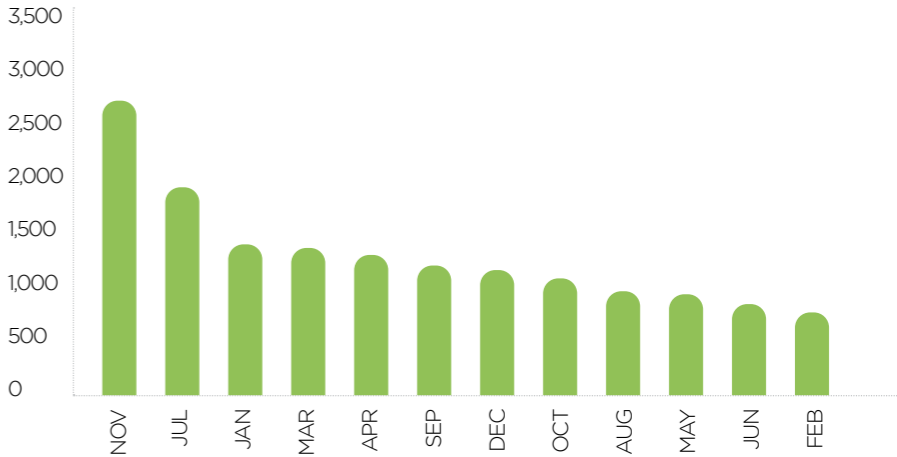
NUMBER OF TRAINING COURSES 2018



NUMBER OF ATTENDEES 2018



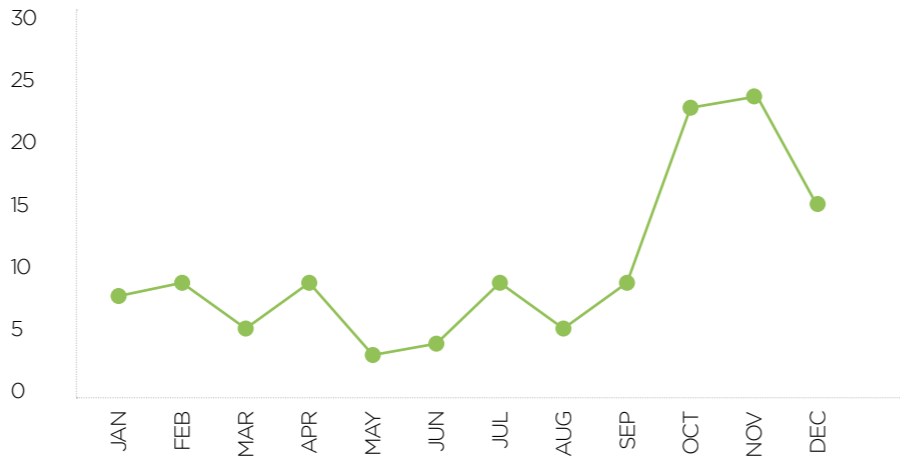
TRAINING DURATION HOURS 2018



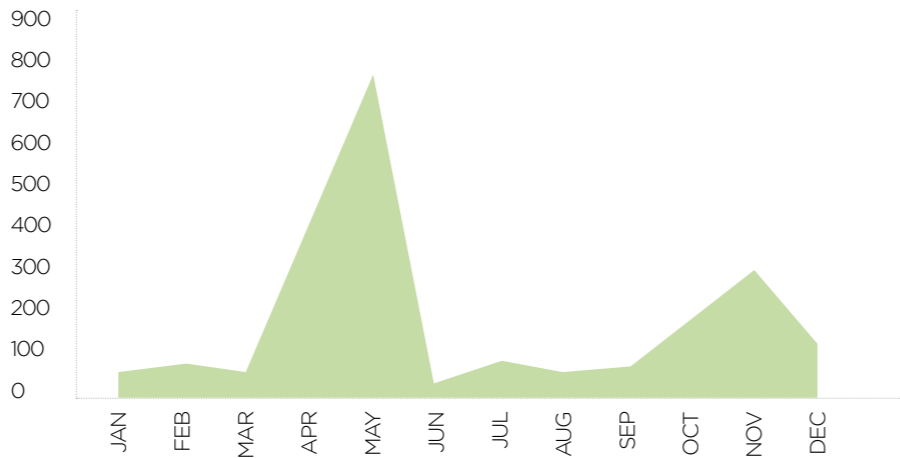
# Learning and development

In 2019, the number of training courses increased to 120. The total number of attendees across the company also rose to 2,284, showing NPCC's commitment to providing the best learning facilities for our staff.

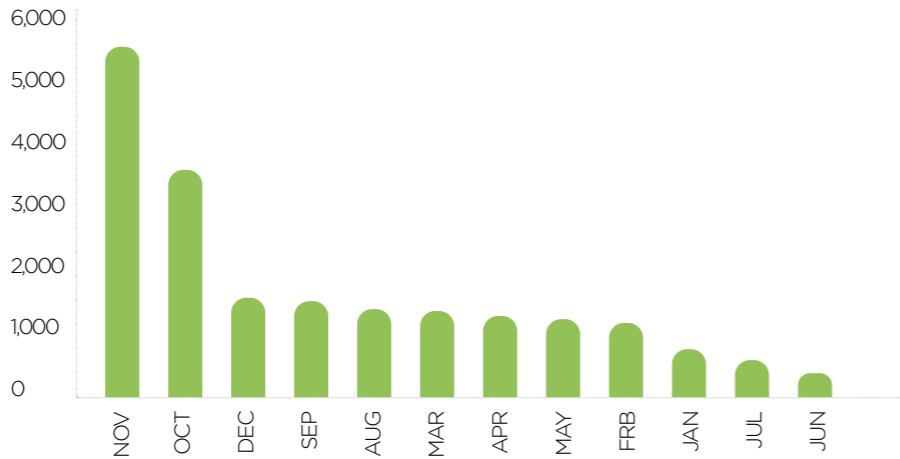
NUMBER OF TRAINING COURSES 2019



NUMBER OF ATTENDEES 2019



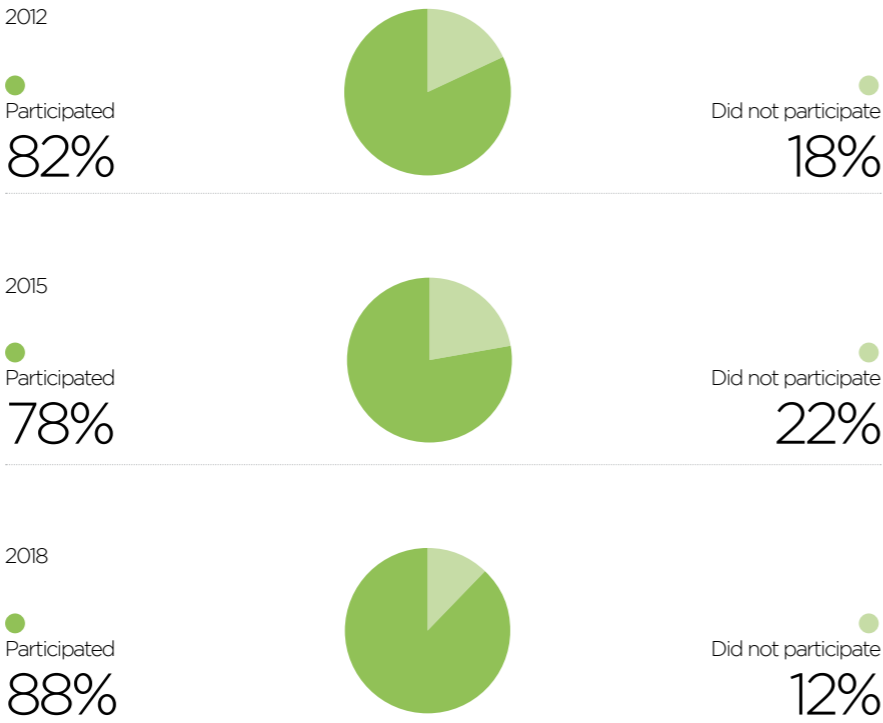
TRAINING DURATION HOURS 2019



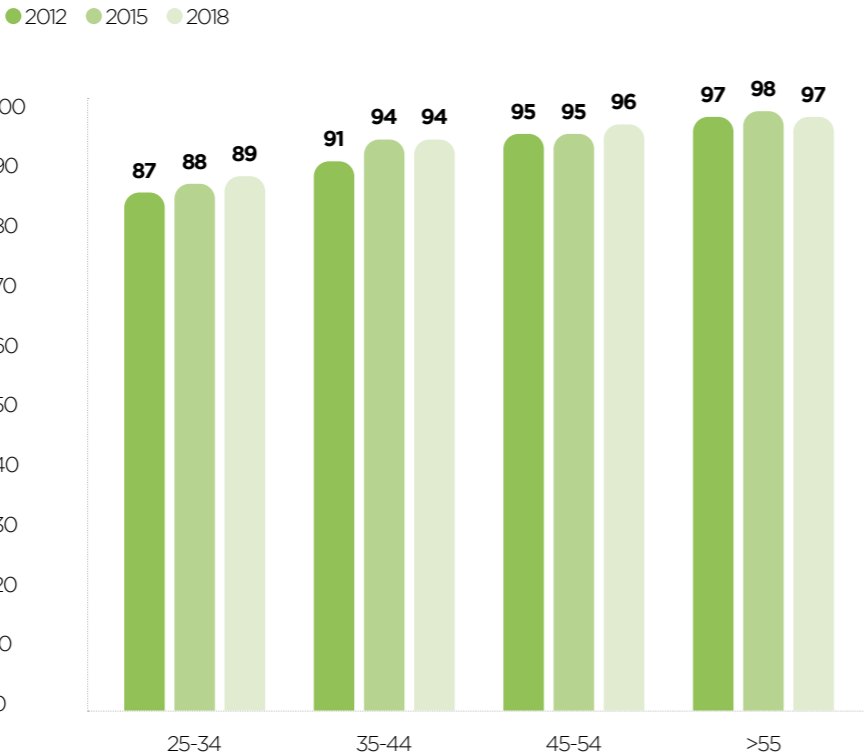
# Employee engagement

GRI Standard code: (404-2), (404-3)  
NPCC has appointed a consultancy to conduct an employee engagement survey once every three years. We are working hard to close the gaps identified by the findings in order to improve staff satisfaction. We recognize that our people are our most valuable asset, and that happy employees promote a happy and motivated workplace. The following charts reflect survey participation levels from 2012, 2015, and 2018, and the percentage of engagement by group.

## STAFF SURVEY, PARTICIPATION LEVELS



## OVERALL ENGAGEMENT (%) BY AGE GROUP



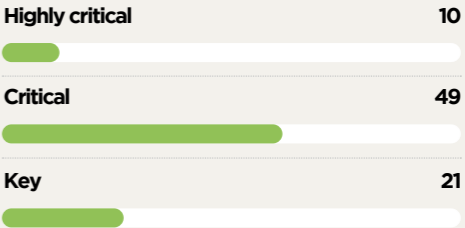
NPCC employees are also consulted through channels such as the regular 'Hayakum' and town hall meetings held between our CEO, Eng. Ahmed Al Dhaheeri, and our staff. Our Innovation System has also proved a powerful and effective tool for listening to our employees. Suggestions made via this platform are reviewed and implemented to improve the company environment. Extensive and ongoing training is also conducted throughout the company to spread a culture of health and safety.

NPCC is focused on growing and improving employees' skills to ensure they progress and fulfil their potential within the company. In 2018, NPCC management identified 80 positions in the company and nominated a number of future leaders with the capacity to take up these roles. These employees will be supported to build their skills and knowledge in preparation for these future roles.

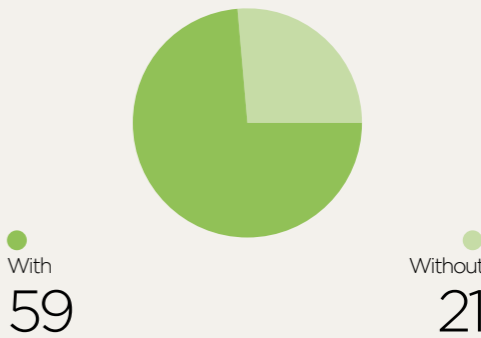
## NUMBER OF ROLES

80

## CRITICALITY



## ROLES WITH NOMINEES VERSUS WITHOUT NOMINEES



# Health, Safety, and Environment (HSE)

GRI Standard code: (103-1), (103-2), (103-3), (403-1), (403-2), (403-5), (403-6), (403-9), (103-1)

In NPCC, we are all responsible for everyone’s safety. We operate in a complex industry and employee safety is a priority. We adhere to an Environmental Management System manual that ensures we conduct all our operations in an environmentally friendly manner, and NPCC also complies with the requirements of ISO 14001-2015. NPCC has also communicated the HSE policy to all employees in the company.

NPCC believes environmental harm can be prevented and controlled through good management. The company’s Environmental Management System complies with ISO 14001:2015 standard requirements and is used by employees as a primary form of reference when performing their duties.

Across all our operations, our aim is to meet our goals efficiently while complying with regulatory requirements, including Federal, EAD, and CWM legislations.

NPCC promotes an active HSE culture across the company. This is supported by our HSE awareness and training sessions, which are held in dedicated HSE training centers.

In 2019, training center staff taught 48,029 personnel and delivered 184,710 manhours of training (both in-house and external).

For HSE inductions, 1,010 manhours of training were delivered for NPCC employees and 12,232 manhours for contractors.

**VOLUME OF TRAINING 2019**

<b>NPCC</b>	
Employees	38,665
Manhours	153,839
<b>NON-NPCC</b>	
Employees	9,364
Manhours	30,871
<b>TOTAL</b>	
Employees	48,029
Manhours	184,710

**POLICY ON OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT**

The National Petroleum Construction Company (NPCC) maintains Health, Safety & Environment (HSE) as a core value in the prevention of injury, ill health and protection of the environment. NPCC provides support on HSE matters as they relate to our business activities. Safeguarding these primary values is an intrinsic part of NPCC corporate culture when carrying out all Company activities with 100% HSE as our ultimate goal. We believe that incidents are preventable and injuries are not acceptable. In practice, this means adopting and maintaining an Integrated Occupational Health, Safety and Environment Management System, with a firm commitment to:

- Comply with applicable Laws & Regulations and apply internationally recognized standards where local laws and regulations do not exist.
- Ensure all levels of management and staff understand through effective communication means their HSE responsibilities and accountability for working safely and complying with NPCC rules and regulations.
- Actively engage the workforce by conducting visible site leadership visits to assess effectiveness of the HSE Management Systems and reiterate safety expectations.
- Ensure HSE matters will not be compromised to achieve other business objectives.
- Ensure that all NPCC staff and subcontractor personnel are adequately trained in performing their HSE responsibilities, in line with the necessary international standards (i.e. OPITO, NEBOSH, IOSH, etc.).
- Ensure individuals' acceptance of their HSE responsibilities for protecting themselves, their co-workers, visitors and members of the public who may be affected by their activities.
- Ensure that risk assessments of new and existing facilities as well as non-routine operations are conducted and that proper controls and mitigation measures are applied to render risks to acceptable levels or as low as reasonably practicable.
- Focus on environmental concerns by ensuring that the environmental impacts are minimized through the prevention of pollution, emission, discharges and reduction of wastes, as well as, rationalization of economical consumption of materials and resources on all work sites.
- Ensure Emergency Response and Crisis Management Plans are developed and maintained in coordination, where necessary, with local authorities.
- Ensure subcontractors are committed to health, safety and protection of the environment to an equal standard of that implemented by NPCC.
- Continually improve HSE performance by conducting regular performance reviews and setting clear and measurable objectives/targets.
- Empower employees and subcontractor employees to start work only when conditions are safe and to stop working when it is unsafe.
- Promote and encourage transparent reporting of incidents, near misses and observations, support investigation and identification of root causes and steward the effective implementation of preventive actions and dissemination of lessons learnt.

NPCC promotes the dissemination of this policy concept among its staff, subcontractors, suppliers and customers. NPCC upholds its commitment to further development by continually improving the effectiveness of our HSE programs through setting and reviewing objectives and communicating performance metrics to our clients, personnel and other concerned parties.

This policy will be the constant point of reference and will be documented, implemented and periodically reviewed to remain relevant and appropriate.

AHMED AL DHAHERI  
Chief Executive Officer



أحمد الظاهري  
الرئيس التنفيذي

أبوظبي، فبراير 2018 Abu Dhabi, February 2018

**سياسة الصحة والسلامة والبيئة**

تتبنى شركة الإنشاءات البترولية الوطنية نظام الصحة والسلامة والبيئة كقيمة أساسية لحماية موظفيها من الإصابات والأمراض المهنية ومن أجل حماية البيئة في إطار سعيها الدائم لمواكبة المعايير المتبعة في هذا المجال محلياً ودولياً. وعلى هذا الأساس تقوم الشركة بتوفير الدعم المطلوب كما تصبو للتطبيق الكامل لأفضل الممارسات والنظم في مجال الصحة والسلامة وحماية البيئة خلال تنفيذ أعمالها. هذا وتؤمن الشركة بإمكانية تفادي كل الحوادث وعدم قبول الإصابات الناتجة عن العمل. إن هذا الالتزام ليس فقط لحماية موظفيها وممتلكاتها والمتعاملين معها أو المتأثرين من جراء عملياتها فحسب بل للحفاظ على البيئة في كافة أعمالها ومناطق عملياتها. إن الشركة ملتزمة:

- تطبيق كافة القوانين والتشريعات المحلية ذات الصلة بالإضافة إلى القيام بتطبيق النظم الدولية المعترف بها في حال غياب القوانين والتشريعات المحلية.
- التأكد من خلال التواصل الفعال أن موظفي الشركة على كافة مستوياتهم مؤهلين و مدركين لمسؤولياتهم في تطبيق سياسة الصحة و السلامة و حماية البيئة.
- إشراك العمال بشكل فعال من خلال زيارات ميدانية للقيادات رفيعة المستوى لتقييم فعالية نظم إدارة الصحة والسلامة وحماية البيئة وتحقيق أهدافها المنشودة.
- التعامل مع شؤون الصحة والسلامة وحماية البيئة بنفس القدر من الإهتمام والأولوية التي توليها الشركة لنشاطاتها الرئيسية الأخرى والتحقق من فاعلية الأهداف الموضوعة في مجال الصحة والسلامة وحماية البيئة ومتابعتها.
- تدريب وتطوير جميع الموظفين والعاملين لزيادة كفاءة وسلامة العمل والعاملين من خلال تنفيذ برامج تدريب دورية وذلك تماشياً مع المعايير الدولية اللازمة، مثل OPITO, NEBOSH, IOSH.
- التركيز على المسؤولية الشخصية للأفراد في حماية أنفسهم وزملائهم والزوار وأفراد المجتمع من المخاطر التي قد تنشأ من جراء أنشطتهم عن طريق القيام بدراسة وتقييم الأخطار المحتملة قبل وأثناء تنفيذ عملياتها ووضع الحلول الوقائية اللازمة.
- التركيز على حماية البيئة والتقليل من مخاطرها وتنفيذ كافة عملياتها بشكل عملي معقول عن طريق تقليل النفايات وترشيد استهلاك موارد الطاقة وغيرها من الموارد المؤثرة على البيئة بشكل عام والحرص على تفادي الانبعاثات الصادرة مثل الغبار والأدخنة والغازات والمواد الضارة الأخرى بمختلف أشكالها.
- القيام بمراجعة وتطوير خطط مواجهة الأزمات والكوارث بالتنسيق والتعاون مع الشركات العاملة الأخرى والسلطات المحلية إذا اقتضى الأمر.
- التأكد من أن مقاولي الباطن ملتزمون التزاماً تاماً بأسس وإجراءات الصحة والسلامة وحماية البيئة الموضوعة من قبل الشركة.
- إدخال تحسينات مستمرة على الأداء في مجال الصحة و السلامة و حماية البيئة من خلال إجراء عمليات مراجعة دورية للأداء وكذلك وضع أهداف واضحة و قابلة للقياس.
- إعطاء الموظفين وموظفي مقاولي الباطن الحق ببدء العمل فقط بعد التأكد من سلامة ظروف العمل المحيطة به والتوقف عنه في حالة الخطر.
- تشجيع الإبلاغ عن الحوادث ودعم التحقيقات المتعلقة بها والعمل على تنفيذ الإجراءات الوقائية ونشر وتعميم الدروس المستفادة.

تسعى الشركة جاهدة لنشر وتعزيز الوعي بهذه السياسة لدى موظفيها والمقاولين العاملين معها وعمالها الكرام. كما أن هذه الوثيقة متوفرة لمن يرغب بالإطلاع عليها. و تلتزم الشركة بالتطوير والتحسين المستمر لفعالية برامج الصحة والسلامة وحماية البيئة من خلال مراجعة أهداف ومقاييس الأداء ومن خلال التواصل الدائم مع عملائنا، والموظفين والجهات المعنية

إن هذه الوثيقة تعتبر المرجع الأساس للشركة لشؤون الصحة والسلامة وحماية البيئة وسيتم تطبيقها ومراجعتها وإدخال التعديلات اللازمة عليها متى إقتضت الضرورة ذلك



IN-HOUSE TRAINING: MANHOURS AND EMPLOYEES PER COURSE

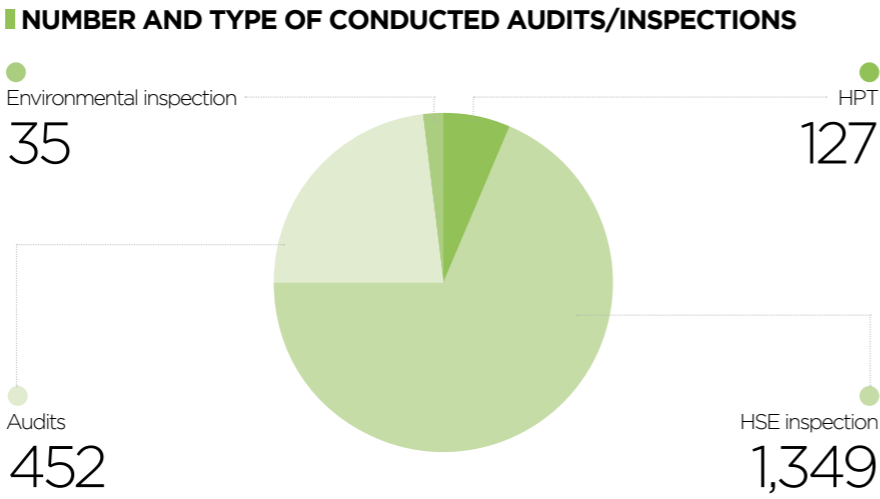
COURSE	Off-shore barges		On-site		Onshore yard		Non-NPCC	
	Employees	Manhours	Employees	Manhours	Employees	Manhours	Employees	Manhours
Abrasive wheels and welding safety	158	316	5	10	419	838	77	154
Accident investigation and reporting	56	112	5	10	213	426	22	44
Basic construction safety	332	996	19	57	723	2,169	143	429
Basic fire fighting /fire watch	5	10	1	2	140	280	-	-
Basic first aid awareness	58	232	16	64	1,715	6,860	21	84
Basic H2S training (Opito approved)	1,982	7,928	163	652	1,421	5,684	668	2,672
Behavioral-based safety audit (Bbsa)	26	52	-	-	4	8	11	22
Chemical hazards (awareness) COSHH	135	270	10	20	693	1,386	7	14
Confined space entry	81	162	28	56	837	1,674	100	200
Environment safety and waste management	657	1,314	38	76	2,569	5,138	13	26
Fire warden / fire watcher	2	4	-	-	6	12	-	-
General safety awareness	462	1,386	16	48	676	2,028	66	198
Hand and finger safety	224	448	-	-	30	60	19	38
Hand and finger safety campaign	2,582	2,582	236	236	,8017	8,017	550	550
Hazard identification process	65	130	1	2	135	270	22	44
Heat stress	838	838	48	48	3,267	3,267	89	89
HSE induction	96	192	3	6	406	812	6,116	12,232
IATA dangerous goods regulations - initial	5	80	-	-	-	-	-	-
IOSH managing safely	-	-	-	-	11	242	3	66
IOSH working safely	5	40	-	-	26	208	1	8
Near-miss campaign	490	490	-	-	69	69	170	170
NPCC AGT /gas testing course	8	16	-	-	4	8	22	44
Occupational health hazards (musculoskeletal)	68	68	18	18	1,452	1,452	7	7
Overhead crane safety	7	14	3	6	274	548	-	-
Permit to work (critical isolation - LOTO)	185	370	4	8	475	950	133	266
Pressure test safety	4	8	3	6	182	364	3	6
Rigging and slinging	122	244	2	4	134	268	132	264
Risk assessment	74	148	2	4	161	322	14	28
Saudi Aramco GIs and CSM awareness	9	36	-	-	6	24	28	112
Scaffolding safety awareness	54	432	13	104	126	,1008	110	880
Supervisors safety awareness and responsibilities	40	80	2	4	152	304	-	-
Working at heights, dropped objects	381	762	17	34	922	1,844	324	648

EXTERNAL TRAINING: MANHOURS AND EMPLOYEES PER COURSE

COURSE	Off-shore barges		On-site		Onshore yard		Non-NPCC	
	Employees	Manhours	Employees	Manhours	Employees	Manhours	Employees	Manhours
Advanced first aid	10	80	4	32	4	32	-	-
Advanced fire fighting	43	688	1	16	1	16	-	-
Advanced fire watcher	49	1,176	-	-	-	-	-	-
Advanced fire watcher	72	1,728	-	-	18	432	-	-
Appointed person for lifting operations (mobile cranes)	-	-	1	32	4	128	-	-
Basic rigging and slinging training	17	272	27	432	248	3,968	-	-
Certificate of overseas scaffolding training	-	-	-	-	12	288	-	-
Coxswain	56	896	-	-	2	32	-	-
Forklift operator	26	416	1	16	4	64	-	-
Forklift operator training	1	16	1	16	2	32	-	-
Handling of dangerous goods awareness	-	-	-	-	-	-	5	40
Heicopter landing officer / helicopter emergency response team leader	64	3,072	-	-	4	192	-	-
Helideck assistant	39	1,248	-	-	5	160	-	-
Helideck assistant leader	36	1,440	-	-	-	-	-	-
Helideck operations initial training	12	288	-	-	-	-	-	-
Level 1 scaffolder training	-	-	42	1,680	63	2,520	-	-
Lifting supervisor mobile cranes	-	-	2	64	5	160	-	-
Lifting supervisor offshore cranes	98	3,136	2	64	5	160	-	-
Lorry loader (Hiab) crane operator	-	-	1	24	7	168	-	-
Permit to work	-	-	-	-	13	208	-	-
Rigging and slinging course	435	10440	27	648	279	6,696	-	-
Safe scaffolding inspector training course	19	456	-	-	-	-	-	-
Scaffolding superviosrs training	-	-	5	120	38	912	-	-
Scaffolding training	77	1,848	6	144	31	744	-	-
Tropical basic offshore safety induction and emergency training	699	16,776	2	48	816	19,584	444	10,656
Tropical basic offshore safety induction and emergency training	16	384	-	-	48	1,152	33	792
Welding safety	9	72	-	-	-	-	11	88
Zodiac operator training course	27	648	-	-	-	-	-	-

# Health, Safety, and Environment (HSE)

All NPCC first- and second-line managers conducted site visits during the year to report any HSE violations. Those observations were evaluated and reviewed, and any recommendations followed to ensure a safe environment. In the reporting period, NPCC performed the following audits and inspections (right).

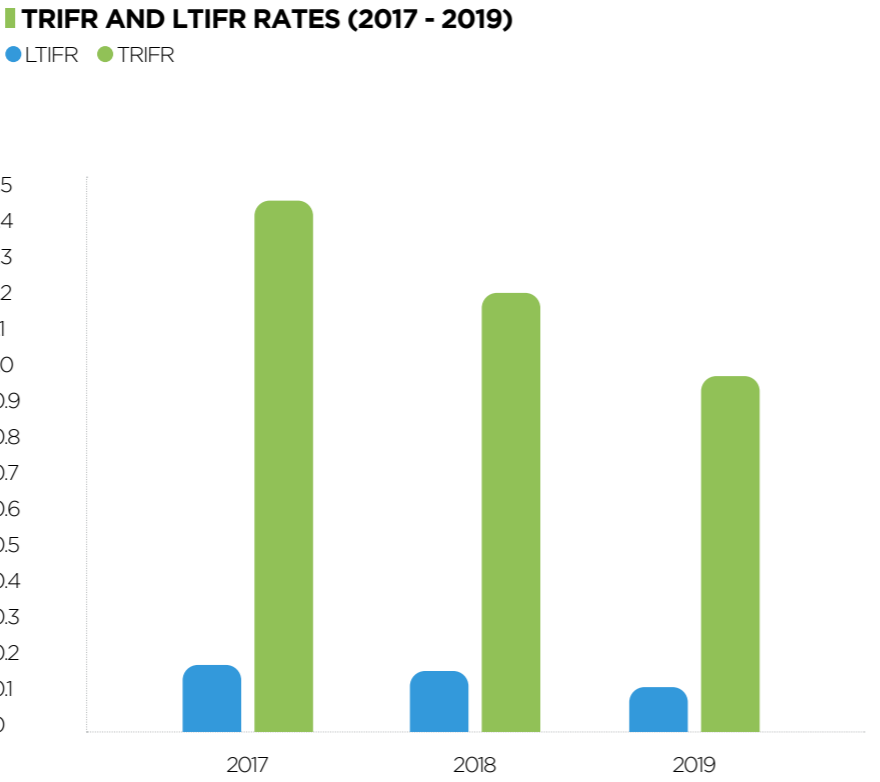


Audit/Inspection type	Number of conducted audits/inspections
HPT	127
HSE inspection	1,349
Environmental inspection	452
Audits	35

NPCC is conducting an annual internal audit to ensure compliance with the ISO standard. The company also appointed an approved third-party independent body (Lloyds Register) to ensure compliance.

The graph (right) shows NPCC's Total Recordable Injury Frequency Rate (TRIFR) and Lost Time Incident Frequency Rate (LTIFR) for the years 2017 to 2019. The data shows continuous improvement. No NPCC employee fatalities were recorded in 2019.

NPCC has formed HSE engagement teams to monitor office-level HSE-related matters. NPCC has also developed site-level HSE committees, in addition to hosting HSE section meetings at department level, section level, and floor level to address any points of concern.



12

## Giving back to the community

GRI Standard code: (103-1), (103-2), (103-3), (403-4), (413-1)

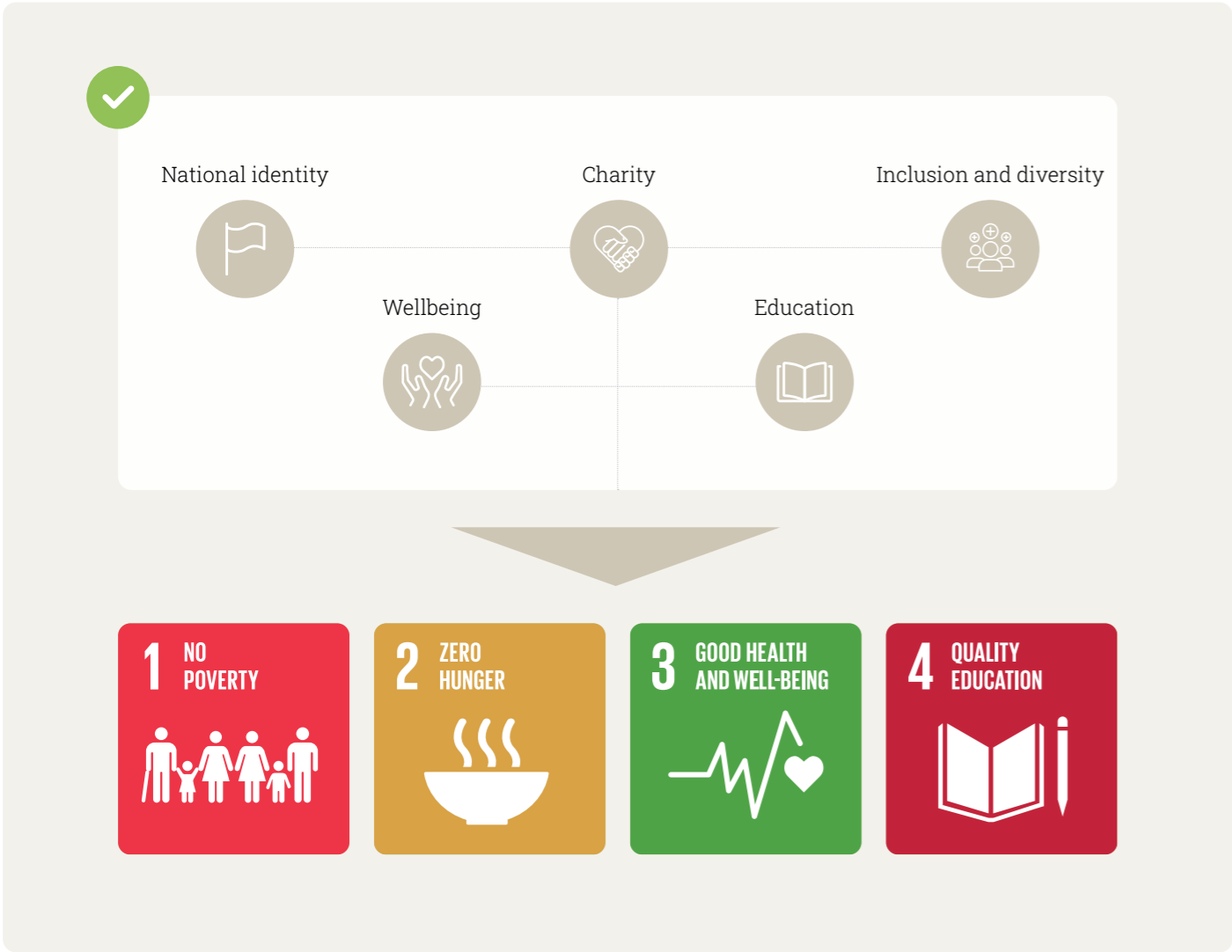
At NPCC, we believe our success is interconnected with that of the local community. We live by the concept of creating shared value and our commitment is apparent through the work we do to drive positive, long-term impact.

Our priorities	108
NPCC CSR framework	109
Our community initiatives	110



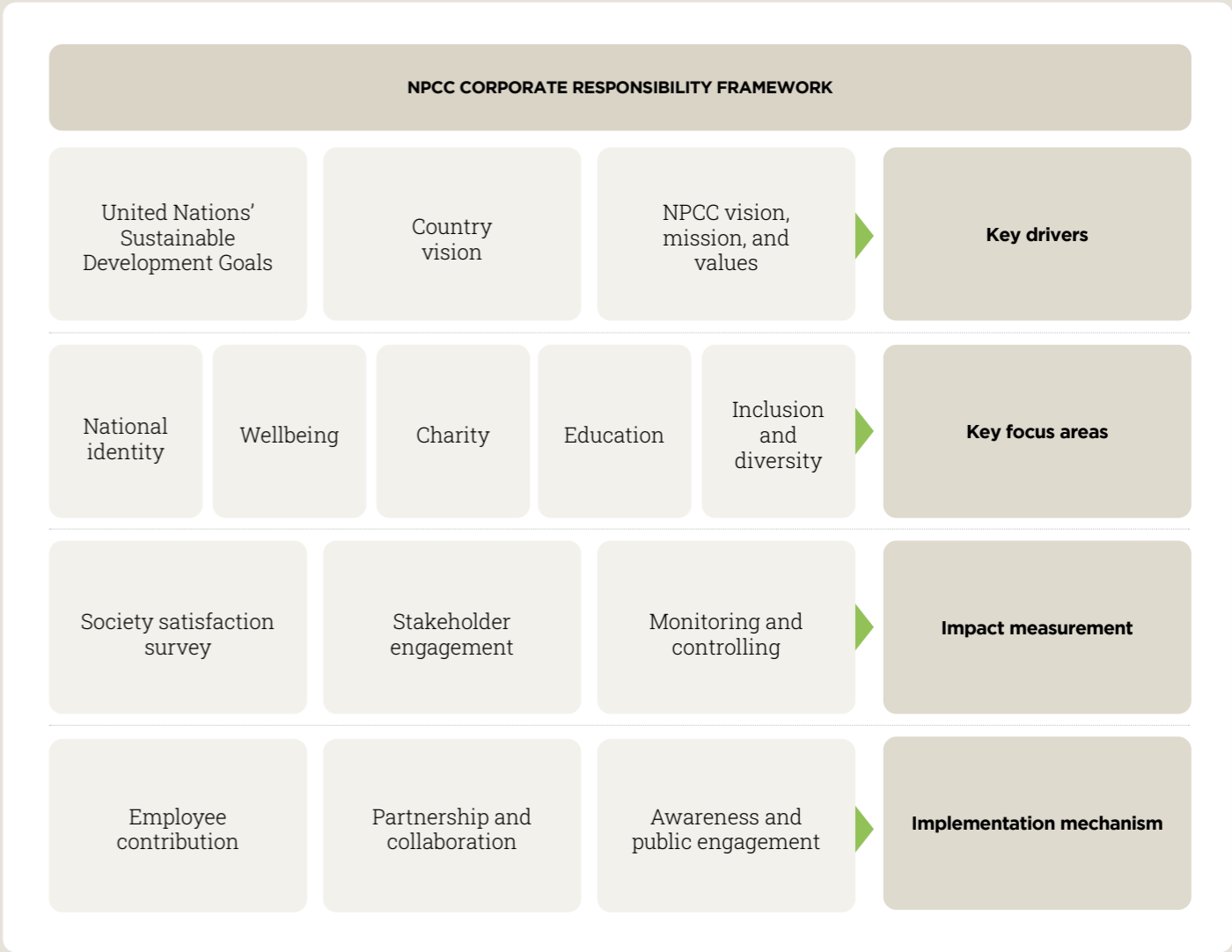
# Our priorities

NPCC has demonstrated its continued commitment to the principles, ethics, and accountability of social responsibility. The company's CSR initiatives are guided by the priorities outlined below, which contribute directly to the UN's first four Sustainable Development Goals.



# NPCC CSR framework

NPCC's CSR & Sustainability Committee forms one of the company's primary taskforces. Chaired by NPCC's CEO, the committee has created terms of reference to govern the implementation of NPCC's CSR framework. Its role includes identifying, implementing, and measuring the impact of different social responsibility activities, in addition to approving required budgets and allocating adequate resources, as and when required.



# Our community initiatives

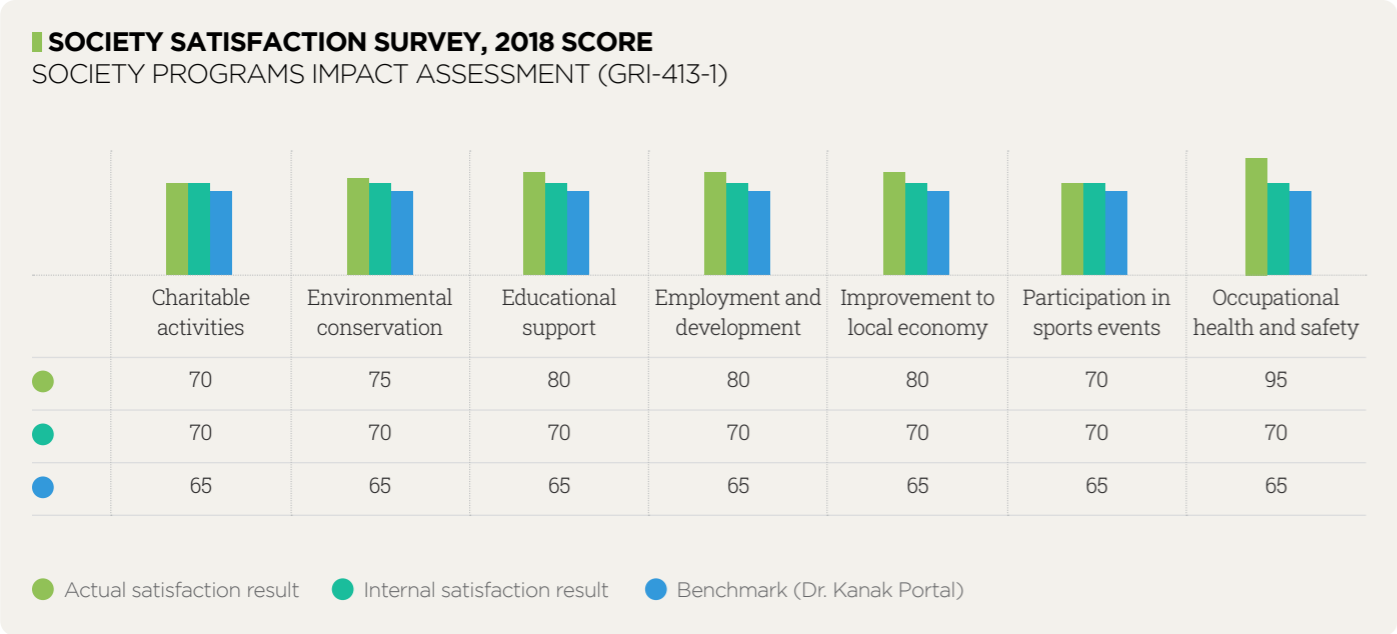
NPCC donates to charities and hospitals, participates in the World Special Olympics, and participates in blood donation initiatives.

The company operates an active Emiratization program, inclusive of university sponsorships (both local and overseas), an intensive recruitment scheme, and detailed training and career development. We have a Memorandum of Understanding (MoU) with Abu Dhabi University to provide sponsorships,

work placements, and recruitment opportunities for their Emirati students. We have also signed a new research and development agreement with Khalifah University, as part of our goal to engage the community in our innovation efforts.

The company distributes its magazine to employees, customers, suppliers, and others, ensuring ongoing communication with society. NPCC has a dedicated team to supervise the implementation of the company's communication plan with external entities.

NPCC measures its impact through the Society Satisfaction Survey, which is held every two years. The latest survey was conducted in 2018. The results were positive and exceeded our internal targets, as shown in the chart below:



## LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMS

Corporate social responsibility is an integral part of NPCC's culture, and our employees regularly volunteer their time and skills to support various initiatives. In 2019, staff participated in events including Meer Ramadan, Kiswat Al Eid, and many other activities, both in an individual and corporate capacity. Four of NPCC's young Emirati staff also volunteered to assist in the World Special Olympics, which were held in Abu Dhabi in 2019.

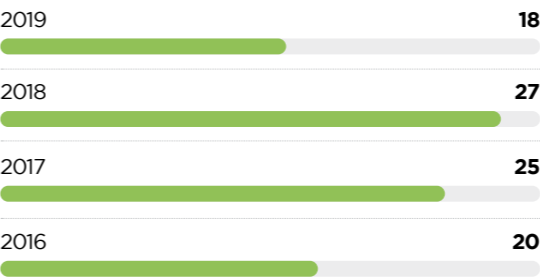
As part of our yearly initiatives, our employees distribute food boxes to low-income families in the Holy Month of Ramadan, and regularly donate blood to hospitals. Some 355 employees donated blood in 2017, 427 in 2018, and 167 in 2019.

Our Activity Coordination Committee conducts social, cultural, and sports events, such as the Family Day Out, ONAM/Christmas celebrations, Umrah, National Day, charity initiatives, and others. As part of the company's commitment to employee wellbeing, NPCC also holds talks on topics of health and wellness throughout the year.

In 2019, our employees participated in and won four dragon boat races across the UAE.

In summary, NPCC has been able to define and implement its CSR policy through its commitment to environmental protection, and safety standards. It has contributed to society through a range of community initiatives and, through responsible procurement and strong corporate governance and compliance, has supported local suppliers. The strength of our CSR policy is demonstrated in our society satisfaction survey, where the company exceeded internal targets.

## NUMBER OF CSR CONTRIBUTIONS (2016-2019)



## LIST OF INITIATIVES FOR 2019:

### Charity

- Meer Ramadan
- Kiswat Al Eid
- Volunteering
- Donations

### Education

- Supporting educational institutes/schools in scientific programs
- R&D agreement with Khalifa University

### Wellbeing

- World Special Olympics
- Cancer awareness talk
- Blood donation campaign
- Health awareness talk, part 1
- Health awareness talk, part 2
- Blood donation campaign
- Health awareness talk, part 3
- Mother's Day celebration

### National identity

- Happiness Day
- Umrah trip

### Inclusion and diversity

- ONAM/Christmas celebrations
- Family Day Out



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# Fostering innovation

GRI Standard code: (201-1)

Innovation is a fundamental pillar of NPCC that contributes to our viability and sustainability, and ensures our business remains agile and strategic.

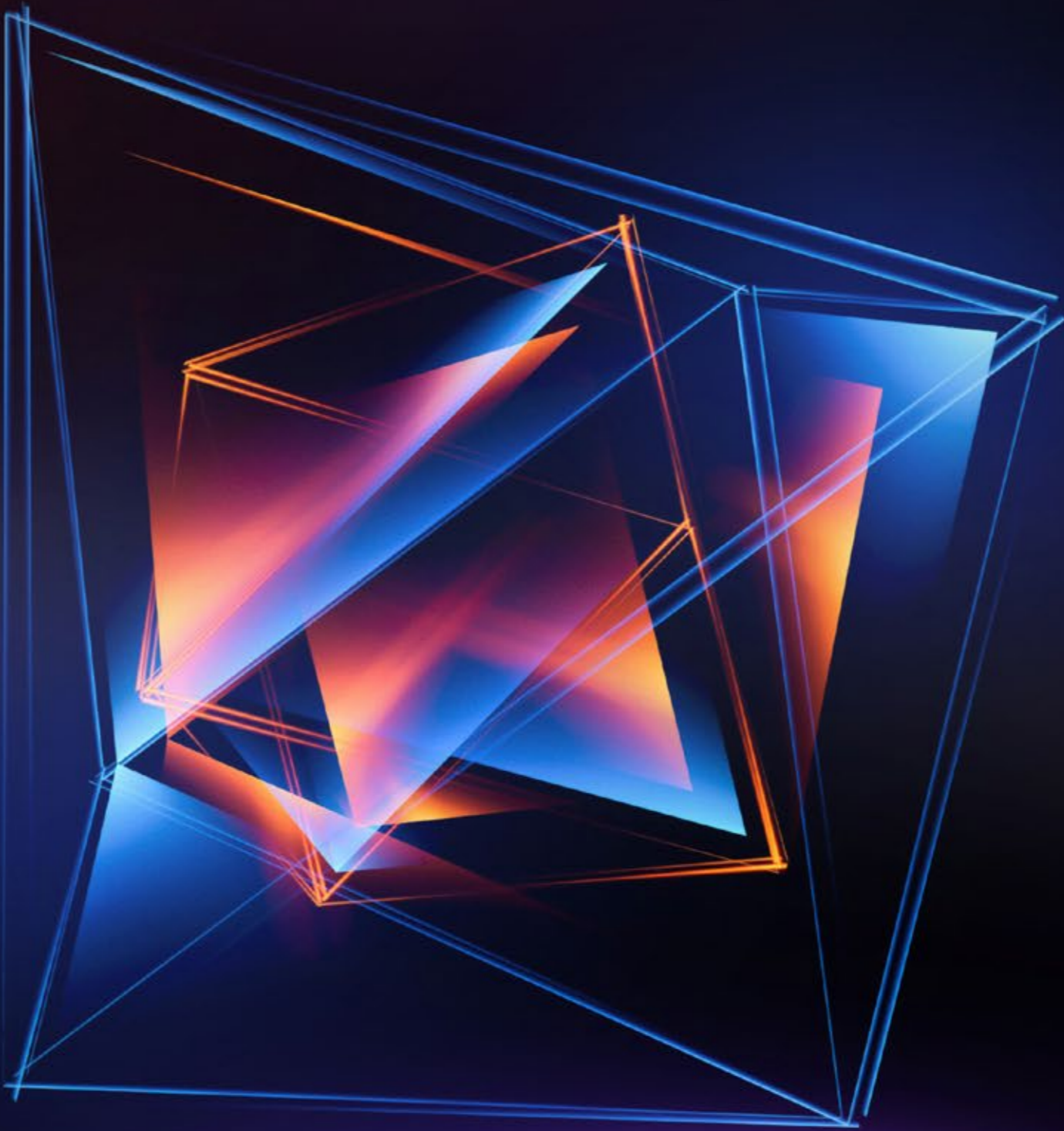
Innovation as a strategic focus	114
Innovation results	116



# Innovation as a strategic focus

At NPCC, we encourage our employees to contribute their ideas through our Innovation Portal, or via our established innovation processes. This plays a key role in ensuring our competitiveness in a fast-expanding and changing industry. At end-2019, NPCC also developed a roadmap to digitize its innovation processes and implement major enhancements.

In NPCC, innovation is steered by a committee with members drawn from a range of company departments. This committee collects ideas and proposals, evaluates their potential impact on NPCC's business, oversees their implementation, rewards innovation, and reports the performance of innovation initiatives to management.



Innovation initiatives are categorized according to the following schemes:

**SUGGESTIONS SCHEME\***

Under the Suggestions Scheme, employees are encouraged to submit ideas that could have a clear and positive impact on NPCC's products, processes, services, standards, people, efficiency, and more. The impact may be incremental, but it creates value for NPCC.

\* Submissions are accepted throughout the year.

**ACCOMPLISHED INNOVATIONS SCHEME\*\***

The Accomplished Innovations Scheme encourages employees to submit innovative initiatives that were approved by their respective department or section heads, successfully implemented during the year and made significant improvements in company performance in terms of cost, time, quality and/or service.

\*\* Submission occurs in the third quarter of the year. Exact dates are announced each year.

**INNOVATION PROJECTS SCHEME**

The Innovation Projects Scheme is intended to drive NPCC's growth by introducing new or improved products, services, processes, or technologies to the market, and increasing efficiency and profitability. Innovation projects are sponsored and funded by the departments and are designed to introduce major changes to the business. Some innovation projects may be patented.

# Innovation results

In 2019, NPCC saw significant growth in its innovation efforts, when compared to 2018. Some 421 innovation suggestions were submitted in 2019, representing an increase of 18 per cent in comparison with 2018. Of the ideas submitted for review in 2019, 18 per cent were approved for implementation.

SUGGESTIONS

2018

357

Submitted

98

Approved

2019

421

Submitted

77

Approved

As part of NPCC's innovation process, teams are invited to share details of their accomplished innovations via the Innovation Portal. The process is similar to that used for suggestions, where accomplished innovations are subject to a technical evaluation by a group of assessors and then ranked.

The top 20 innovations are reviewed by a group of financial assessors and, finally, senior management conducts a comprehensive assessment of the submitted ideas.

In 2019, the number of submissions of accomplished innovations rose by 115 per cent, compared to 2018.

ACCOMPLISHED INNOVATIONS

2018

48

Submitted

22

Shortlisted

2019

103

Submitted

20

Shortlisted

65M+

NPCC saved more than AED65 million in 2019, following the successful implementation of innovations across arms of the company



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# GRI content index

GRI Standard code: (102-55)



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 101: Foundation					
General disclosures					
GRI 102: General disclosures 2016	Organizational profile				
	102-1 Name of the organization	8			
	102-2 Activities, brands, products, and services	11			
	102-3 Location of headquarters	11			
	102-4 Location of operations	10			
	102-5 Ownership and legal form	13			
	102-6 Markets served	10			
	102-7 Scale of the organization	80			
	102-8 Information on employees and other workers	80-81			
	102-9 Supply chain	58-63			
	102-10 Significant changes to the organization and its supply chain		Unavailable		
	102-11 Precautionary Principle or approach	44-47			
	102-12 External initiatives	None			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 102: General disclosures 2016	102-13 Membership of associations	13			
	Strategy				
	102-14 Statement from senior decision-maker	4-5			
	102-15 Key impacts, risks, and opportunities	44-47			
	102-16 Values, principles, standards, and norms of behavior	43			
	102-17 Mechanisms for advice and concerns about ethics	43			
	102-18 Governance structure	36-37			
	102-19 Delegating authority			Confidentiality constraints	
	102-20 Executive-level responsibility for economic, environmental, and social topics	39 -42			
	102-21 Consulting stakeholders on economic, environmental, and social topics	26-29			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 102: General disclosures 2016	102-22 Composition of the highest governance body and its committees	38-39			
	102-23 Chair of the highest governance body	38			
	102-24 Nominating and selecting the highest governance body	38			
	102-25 Conflicts of interest	43			
	102-26 Role of highest governance body in setting purpose, values, and strategy	38			
	102-27 Collective knowledge of highest governance body	38			
	102-28 Evaluating the highest governance body's performance			Confidentiality constraints	
	102-29 Identifying and managing economic, environmental, and social impacts	45			
	102-30 Effectiveness of risk management processes	44-47			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 102: General disclosures 2016	102-31 Review of economic, environmental, and social topics	24-25, 45			
	102-32 Highest governance body's role in sustainability reporting			Not applicable	
	102-33 Communicating critical concerns	43			
	102-34 Nature and total number of critical concerns			Information unavailable	
	102-35 Remuneration policies			Confidentiality constraints	
	102-36 Process for determining remuneration			Confidentiality constraints	
	102-37 Stakeholders' involvement in remuneration			Not applicable	
	102-38 Annual total compensation ratio			Confidentiality constraints	
	102-39 Percentage increase in annual total compensation ratio			Confidentiality constraints	
Stakeholder engagement					
GRI 102: General disclosures 2016	102-40 List of stakeholder groups	26-29			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 102: General disclosures 2016	102-41 Collective bargaining agreements		Not applicable		
	102-42 Identifying and selecting stakeholders	26-28			
	102-43 Approach to stakeholder engagement	26-29			
	102-44 Key topics and concerns raised	28-33			
Reporting practice					
GRI 102: General disclosures 2016	102-45 Entities included in the consolidated financial statements	16			
	102-46 Defining report content and topic boundaries	16, 18			
	102-47 List of material topics	22			
	102-48 Restatements of information	No changes			
	102-49 Changes in reporting	None			
	102-50 Reporting period	16			
	102-51 Date of most recent report	16			
	102-52 Reporting cycle	16			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 102: General disclosures 2016	102-53 Contact point for questions regarding the report	23			
	102-54 Claims of reporting in accordance with the GRI Standards	17			
	102-55 GRI content index	118-147			
	102-56 External assurance	16			
Material topics					
200 series (economic topics)					
Economic performance					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	48-49			
	103-2 The management approach and its components	48-49			
	103-3 Evaluation of the management approach	48-49			
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	48-49, 112			
	201-2 Financial implications and other risks and opportunities due to climate change		Information unavailable		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 201: Economic performance 2016	201-3 Defined benefit plan obligations and other retirement plans	88-89			
	201-4 Financial assistance received from government		Not applicable		
Market presence					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	10-11			
	103-2 The management approach and its components	10-11			
	103-3 Evaluation of the management approach			Information unavailable	No evaluation criteria reported
GRI 202: Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		Information unavailable		
	202-2 Proportion of senior management hired from the local community	88-89			
Indirect economic impact					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	24-25			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 103: Management approach 2016	103-2 The management approach and its components			Information unavailable	Not reported   not measured
	103-3 Evaluation of the management approach			Information unavailable	Not reported   not measured
GRI 203: Indirect economic impact 2016	203-1 Infrastructure investments and services supported	Not covered			
	203-2 Significant indirect economic impacts		Confidential		
Procurement practices					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	58-61			
	103-2 The management approach and its components	58-61			
	103-3 Evaluation of the management approach	58-61			
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	62-63			
Anti-corruption					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable (practice under development and not present in the reporting period)		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 103: Management approach 2016	103-2 The management approach and its components			Not applicable	
	103-3 Evaluation of the management approach			Not applicable	
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption		Not applicable (practice under development and not present in the reporting period)		
	205-2 Communication and training about anti-corruption policies and procedures		Not applicable (practice under development and not present in the reporting period)		
	205-3 Confirmed incidents of corruption and actions taken		Not applicable (practice under development and not present in the reporting period)		
Anti-competitive behavior					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable (practice under development and not present in the reporting period)		
	103-2 The management approach and its components			Not applicable	No practice in place
	103-3 Evaluation of the management approach	43 (covered -none)			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	43 (covered -none)			
300 series (Environmental topics)					
Materials					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	18-23			
	103-2 The management approach and its components	18-23			
	103-3 Evaluation of the management approach			Information unavailable	No evaluation practice
GRI 301: Materials 2016	301-1 Materials used by weight or volume		Information unavailable		
	301-2 Recycled input materials used		Information unavailable (no official record established)		
	301-3 Reclaimed products and their packaging materials		Not applicable		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Energy					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	66, 68			
	103-2 The management approach and its components	66-70			
	103-3 Evaluation of the management approach	66-70			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	66-70			
	302-2 Energy consumption outside of the organization		Not applicable		
	302-3 Energy intensity	66-70			
	302-4 Reduction of energy consumption	66-70			
	302-5 Reductions in energy requirements of products and services		Information unavailable		
Water					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	72-73			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 103: Management approach 2016	103-2 The management approach and its components	72-73			
	103-3 Evaluation of the management approach	72-73			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		Information unavailable		
	303-2 Management of water discharge-related impacts	72-73			
GRI 303: Water and Effluents 2018	303-3 Water withdrawal		Not applicable		
	303-4 Water discharge		Not applicable		
	303-5 Water consumption	72-73			
Biodiversity					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable		
	103-2 The management approach and its components			Not applicable	No practice in place
	103-3 Evaluation of the management approach			Not applicable	No practice in place

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
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		Not applicable		
	304-2 Significant impacts of activities, products, and services on biodiversity		Not applicable		
	304-3 Habitats protected or restored		Not applicable		
	304-4 IUCN red list species and national conservation list species with habitats in areas affected by operations		Not applicable		
Emissions					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	66-67			
	103-2 The management approach and its components	66-67			
	103-3 Evaluation of the management approach			Information unavailable	No evaluation conducted

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	66-68			
	305-2 Energy indirect (Scope 2) GHG emissions	66-69			
	305-3 Other indirect (Scope 3) GHG emissions	66-71			
	305-4 GHG emissions intensity	67			
	305-5 Reduction of GHG emissions	67			
	305-6 Emissions of ozone-depleting substances (ODS)		Information unavailable (no practice)		
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	66-67			
Effluents and waste					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	74-75			
	103-2 The management approach and its components	74-75			
	103-3 Evaluation of the management approach	74-75			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination		Not applicable		
	306-2 Waste by type and disposal method	74-75			
	306-3 Significant spills		Information unavailable (no practice)		
	306-4 Transport of hazardous waste	66-67			
	306-5 Water bodies affected by water discharges and/or runoff		Information unavailable (no practice)		
Environmental compliance					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	66			
	103-2 The management approach and its components	66			
	103-3 Evaluation of the management approach	66			
GRI 307: Environmental compliance 2016	307-1 Non- compliance with environmental laws and regulations	66-67	No violations throughout the reporting period.		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Supplier environmental assessment					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Information unavailable (no practice to measure and control ODS)		
	103-2 The management approach and its components			Not applicable	No practice in place
	103-3 Evaluation of the management approach			Not applicable	No practice in place
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria		Information unavailable (no practice to measure and control ODS)		
	308-2 Negative environmental impacts in the supply chain and actions taken		Information unavailable (no practice to measure and control ODS)		
400 series (Social topics)					
Employment					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	78-79			
	103-2 The management approach and its components	78-79			
	103-3 Evaluation of the management approach	78-79			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	80-81, 84-87			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	88-91			
	401-3 Parental leave	90			
Labor/management relations					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	82-83, 92-99			
	103-2 The management approach and its components			Information unavailable	No practice in place
	103-3 Evaluation of the management approach	82-83, 92-99			
GRI 402: Labor/management relations 2016	402-1 Minimum notice periods regarding operational changes	87			
Occupational health and safety					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	100-101			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 103: Management approach 2016	103-2 The management approach and its components	100-101			
	103-3 Evaluation of the management approach	100-101			
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	100-105			
	403-2 Hazard identification, risk assessment, and incident investigation	100-105			
	403-3 Occupational health services		Information not provided – not reported by stakeholder		
	403-4 Worker participation, consultation, and communication on occupational health and safety	106-111			
	403-5 Worker training on occupational health and safety	100-105			
	403-6 Promotion of worker health	100-105			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Information not provided – not reported by stakeholder		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 403: Occupational health and safety 2018	403-8 Workers covered by an occupational health and safety management system		Information not provided – not reported by stakeholder		
	403-9 Work-related injuries	100-105			
	403-10 Work-related ill health		Information unavailable (not reported)		
Training and education					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	78-79			
	103-2 The management approach and its components	78-79			
	103-3 Evaluation of the management approach			Information unavailable	No practice in place
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	92-97			
	404-2 Programs for upgrading employee skills and transition assistance programs	92-99			
	404-3 Percentage of employees receiving regular performance and career development reviews	98-99			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Diversity and equal opportunity					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	82-83			
	103-2 The management approach and its components	82-83			
	103-3 Evaluation of the management approach			Information unavailable	Not reported
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees		Not reported		
	405-2 Ratio of basic salary and remuneration of women to men	82-83			
Non-discrimination					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary		Not reported - Information unavailable		
	103-2 The management approach and its components			Information unavailable	Under UAE Labor Law
	103-3 Evaluation of the management approach			Information unavailable	Under UAE Labor Law
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		Not reported - Information unavailable		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Freedom of association and collective bargaining					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable		
	103-2 The management approach and its components			Not applicable	Under UAE Labor Law
	103-3 Evaluation of the management approach			Not applicable	Under UAE Labor Law
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Not applicable		
Child Labor					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable		
	103-2 The management approach and its components			Not applicable	Compliance to UAE Labor Law
	103-3 Evaluation of the management approach			Not applicable	Compliance to UAE Labor Law
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		Not applicable		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Forced or compulsory labor					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable		
	103-2 The management approach and its components			Not applicable	Compliance to UAE Labor Law
	103-3 Evaluation of the management approach			Not applicable	Compliance to UAE Labor Law
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		Not applicable		
Security practices					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Information unavailable		
	103-2 The management approach and its components			Information unavailable	
	103-3 Evaluation of the management approach			Information unavailable	
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures		Information unavailable		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Rights of indigenous peoples					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable		
	103-2 The management approach and its components			Not applicable	Compliance to UAE Labor Law
	103-3 Evaluation of the management approach			Not applicable	Compliance to UAE Labor Law
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		Not applicable		
Human rights assessment					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable (no practice present)		
	103-2 The management approach and its components			Not applicable	Compliance to UAE Labor Law
	103-3 Evaluation of the management approach			Not applicable	Compliance to UAE Labor Law
GRI 412: Human rights assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments		Not applicable (no practice present)		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 412: Human rights assessment 2016	412-2 Employee training on human rights policies or procedures		Not applicable (no practice present)		
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		Not applicable (no practice present)		
Local communities					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	106-111			
	103-2 The management approach and its components	106-111			
	103-3 Evaluation of the management approach			Information unavailable	No practice in place
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	106-111			
	413-2 Operations with significant actual and potential negative impacts on local communities	Not covered	Not applicable		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Supplier social assessment					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	58-61			
	103-2 The management approach and its components	58-61			
	103-3 Evaluation of the management approach			Not applicable	No practice in place
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	58-63			
	414-2 Negative social impacts in the supply chain and actions taken		Not applicable		
Public policy					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not applicable		
	103-2 The management approach and its components			Not applicable	No practice in place
	103-3 Evaluation of the management approach			Not applicable	No practice in place
GRI 415: Public policy 2016	415-1 Political contributions		Not applicable		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Customer health and safety					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Not reported - Information unavailable		
	103-2 The management approach and its components			Information unavailable	Not reported
	103-3 Evaluation of the management approach			Information unavailable	Not reported
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		Not reported - Information unavailable		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Not reported - Information unavailable		
Marketing and labeling					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Information unavailable		
	103-2 The management approach and its components			Not applicable	Not applicable
	103-3 Evaluation of the management approach			Not applicable	Not applicable

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
GRI 417: Marketing and labeling 2016	417-1 Requirements for product and service information and labeling		Not applicable. The nature of the product and services offered by NPCC is not applicable		
	417-2 Incidents of non-compliance concerning product and service information and labeling		Not applicable. The nature of the product and services offered by NPCC is not applicable		
	417-3 Incidents of non-compliance concerning marketing communications		Not applicable. The nature of the product and services offered by NPCC is not applicable		
Customer privacy					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	50-57			
	103-2 The management approach and its components	50-57			
	103-3 Evaluation of the management approach	50-57			
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	54-55			

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION		
			PART OMITTED	REASON	EXPLANATION
Socioeconomic compliance					
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary		Information unavailable		
	103-2 The management approach and its components			Information unavailable	No practice in place
	103-3 Evaluation of the management approach			Information unavailable	No practice in place
GRI 419: Socioeconomic compliance 2016	419-1 Non- compliance with laws and regulations in the social and economic area		Information unavailable		



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