

FUTURE FOCUS

SUPPORTING THE SHIFT TO A MORE
SUSTAINABLE WORLD

SUSTAINABILITY REPORT 2021

NPCC
شركة المنشآت البترولية الوطنية

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01

INTRODUCTION



ABOUT THIS REPORT

(GRI 102-1, GRI 102-45, GRI 102-46, GRI 102-48, GRI 102-49, GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-53, GRI 102-54, GRI 102-56)

National Petroleum Construction Company's (NPCC) 2021 Sustainability Report is our fourth since publishing our inaugural report in 2018. This year's report highlights the evolution of NPCC's sustainability journey over the past four years, despite the disruption caused by the COVID-19 pandemic, and sets the direction for the coming years.

We are confident that we have built a strong foundation for sustainable growth, in line with the UAE government's sustainability drive as well as global frameworks such as the Sustainable Development Goals (SDGs).

REPORTING SCOPE AND BOUNDARY

The reporting boundary is limited to NPCC's operations in the UAE for the period January 1 to December 31, 2021 and does not include overseas activity associated with our subsidiaries or partners, unless otherwise stated. The report is developed exclusively for distribution to internal stakeholders.

As in previous years, and to maintain continuity and comparability, the report is prepared in accordance with the GRI Standards: Comprehensive Option. It identifies our key stakeholders, the topics that are material to our business, and lays out NPCC's approach to sustainability. It measures our contribution to society, our environmental stewardship, and highlights the robust governance framework that ensures oversight of all essential management processes.

ASSURANCE

The report gathers and analyzes information provided by all relevant departments of NPCC. Data has been screened and validated for accuracy internally and by an independent third-party sustainability consultancy to ensure the accuracy and reliability of the disclosures.

FORWARD-LOOKING STATEMENTS

Forward-looking statements involve uncertainty given the many external factors that could impact NPCC's business operations. To that end, the company has no obligation to publicly update or revise forward-looking statements except as required by applicable laws and regulations.

COMMUNICATION AND FEEDBACK

Compiling this report is a collaborative process involving many internal stakeholders throughout NPCC. We welcome all feedback and suggestions that may help us to improve future reports.

To submit feedback or for any queries please contact us at: QHSESupport@nmdc.ae

A MESSAGE FROM OUR CEO

(GRI 102-14, GRI 102-32)

2021 was a milestone year for the UAE, marking 50 years of breathtaking economic and social progress since His Highness Sheikh Zayed bin Sultan Al Nahyan founded the country in 1971. It also proved to be a momentous year for NPCC, as the company became part of NMDC Group, in the process creating an integrated energy EPC and marine services powerhouse.

This move represents a huge step forward for NPCC, which since its establishment in 1973 has grown to become a world-class EPC company in the offshore and onshore oil and gas sector. The integration of the two companies will be completed in 2022, taking advantage of natural synergies to create a combined entity with a larger geographic footprint spanning the GCC, wider MENA, and South Asia, and primed for expansion into new sectors and new markets.

In line with the vision of the UAE leadership to continue the diversification of the country's economy and its clear determination to embrace the shift towards a more sustainable world, 2021 also saw a significant move by NPCC to evolve beyond its core oil and gas business into a company with a wider focus on the energy transition.

Most notably, NPCC signed a Memorandum of Understanding (MoU) in September 2021 with Technip Energies to advance the energy transition in the UAE and throughout the MENA region. The two companies have a long-standing relationship, with complementary capabilities that we believe put us in a strong position to support the development of projects related to decarbonization, particularly around hydrogen, carbon capture and storage (CCS), and waste-to-energy (WTE), among others.

In addition to this development, NPCC is also exploring opportunities for expansion in the global wind energy sector, particularly in Europe and Asia. Building on our existing capabilities, these are new horizons for NPCC and we are incredibly excited about the prospects for the coming years.

NPCC intends to play a crucial supporting role in the UAE government's ambitious sustainability agenda. The development of clean energy infrastructure will be critical to helping the UAE meet its pledge to achieve Net-Zero by 2050 which the Federal Government announced in October 2021. Hydrogen, for example, is expected to play a significant role in efforts to address climate change by reducing global energy-related emissions and the UAE is aiming to become a leader in this field. Likewise, the development of cost-effective carbon capture technology could enable the UAE to meet the world's energy needs while cutting back on the carbon emissions related to the country's oil production. Such efforts will be at the heart of NPCC's sustainability strategy in the coming years.

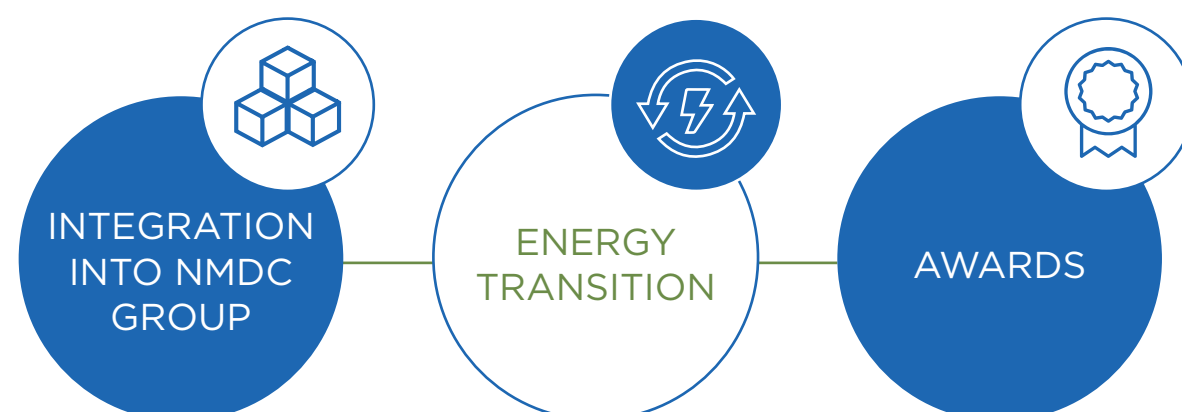
While 2021 was an exciting year for NPCC, it was also a challenging one as we continued to recover from the COVID-19 pandemic which had a major impact on the global economy and thus on our core business activities. Nevertheless, we have sustained the environmental, social, governance (ESG) commitments that we have made to all stakeholders since we published our inaugural sustainability report in 2018.

As NPCC approaches its 50th anniversary in 2023, we can confidently look forward to an even brighter future as part of NMDC Group and the many new opportunities it will bring. We will continue to be an innovative and progressive organization that puts the wellbeing of the environment and society at the forefront of our business agenda, supported by the highest standards of corporate governance.

I kindly ask all stakeholders for your continued support as we embark on this exciting next leg of our journey.

Eng. Ahmed Al Dhaheri
Chief Executive Officer

2021 IN REVIEW



INTEGRATION INTO NMDC GROUP

Creates an energy EPC and marine services powerhouse

ENERGY TRANSITION

MoU with Technip Energies will explore decarbonization projects in the UAE and MENA region

AWARDS

NPCC was bestowed with a number of HSE awards from prestigious organizations



TRAINING

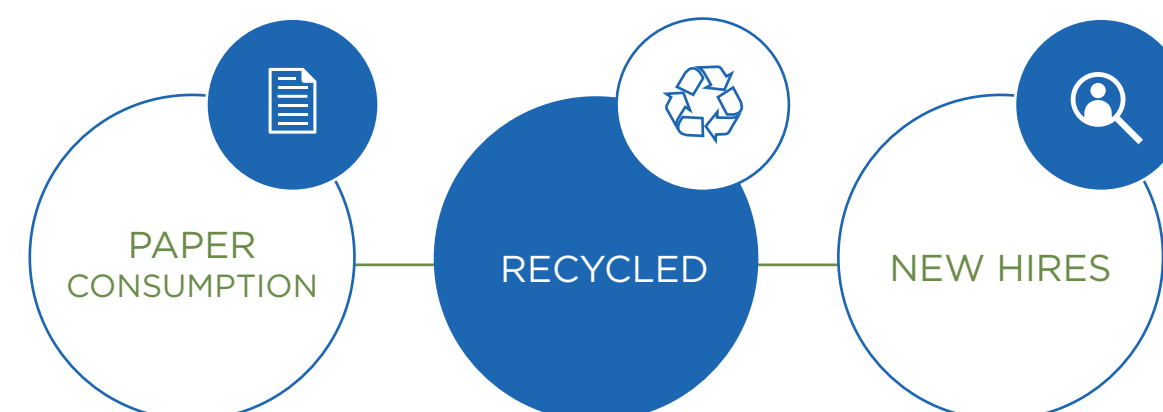
HSE training hours almost doubled y-o-y to just under **140,000** hours in 2021

ENVIRONMENTAL INSPECTIONS

More than doubled to **470** in 2021 from 210 a year earlier

GHG EMISSIONS

Fell by more than **50%** compared to the previous year



PAPER CONSUMPTION

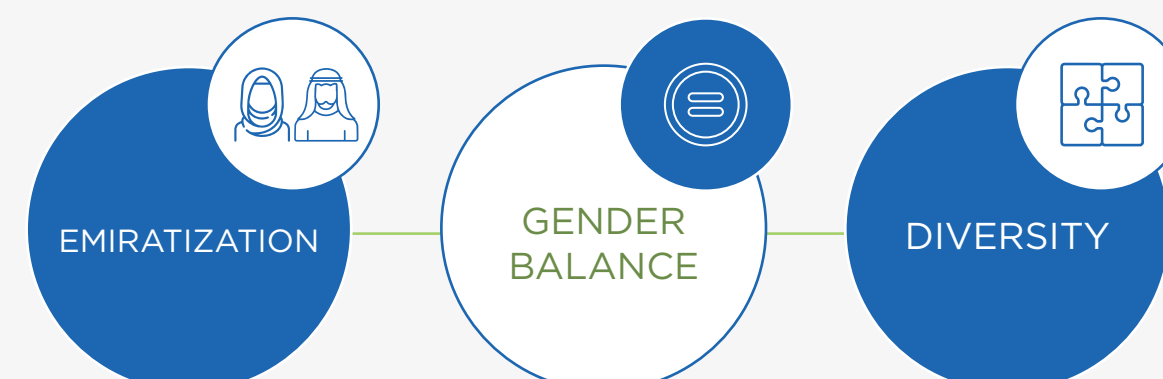
Reduced by half since 2019 thanks to digitalization

RECYCLED

50% more waste in 2021 compared to the previous year

NEW HIRES

81.71% of new hires between 30-50 years old



EMIRATIZATION

Emiratis made up **12.3%** of NPCC's total workforce, up from 10.9% in 2019

GENDER BALANCE

Females represented more than half of recent graduate recruits

DIVERSITY

More than 60 Nationalities represented across NPCC's workforce

02

**A WORLD-CLASS
EPC COMPANY****WHO
WE ARE**

(GRI 102-1, GRI 102-3)

Headquartered in Abu Dhabi, United Arab Emirates (UAE), NPCC is a world-class Energy Engineering, Procurement and Construction (EPC) company serving clients operating in the onshore and offshore oil and gas sectors.

Our standing as a market leader is built on a solid track record of delivering state-of-the-art projects on time, to the highest standards of quality and safety, and to our customers' satisfaction.

MISSION, VISION, AND VALUES

(GRI 102-16)

VISION

NPCC endeavors to be a leading EPC organization in the energy sector

MISSION

- Create value for our stakeholders and the community
- Strive for operational excellence by implementing global best practices and standards
- Invest in world-class capabilities and human capital, to drive innovation, performance, and sustainable growth

VALUES

Diligent • Progressive • Responsible • Efficient • Partnership

MADE IN
UAE

NPCC

صنّع في
الإمارات

شركة البنىات البترولية الوطنية



OUR EXPERTISE

(GRI 102-2, GRI 102-7)

NPCC brings expertise and excellence developed over almost half a century operating in the onshore and offshore oil and gas industry.

We offer Front End Engineering Design (FEED) services as well as Detailed Engineering, Construction and Installation services to major industry players, including National Oil Companies (NOCs), International Oil Companies (IOCs), and Operating Companies (OPCOs) with whom we have developed strong partnerships over the decades.

NPCC's procurement services cover all aspects of material and service sourcing, vendor evaluation, purchasing, material management, order processing, inspection, shipment, and logistics. These services are provided by a team of skilled professionals in accordance with local content laws, regulations, and client specifications.

The successful merger of NPCC with National Marine Dredging Company (NMDC) in February 2021 has created a new national champion with a larger geographic footprint and offering greater coverage of the EPC value chain in the marine and energy segments.

NMDC and NPCC's synergetic offering allows for cross-selling opportunities, as well as increased competitiveness through cost optimization and enhanced asset utilization opportunities, particularly in the offshore oil and gas sector.

Determined never to stand still, NPCC constantly invests in upgrading its engineering capabilities and provides innovative solutions using the most advanced design technology. Our team of over 1,500 highly qualified engineers and project managers ensures the delivery of complex and challenging projects on time and on budget.

NPCC operates four fabrication facilities, including our state-of-the-art yard in Musaffah Industrial Area, Abu Dhabi. Facilities are custom built for fabrication of offshore well heads and process platforms as well as onshore upstream facilities. Dedicated teams for Electrical and Instrumentation (E&I) engineering and construction, and another for Commissioning, undertake all related work, whether in our yards or onsite.

OUR CAPABILITIES



ENGINEERING



PROJECT
MANAGEMENT



FABRICATION



PROCUREMENT

OUR ASSETS

(GRI 102-6, GRI 102-7)

HUMAN CAPITAL

NPCC employs a workforce of over 10,000, including 1,500 dedicated and highly skilled engineers across its operations providing unparalleled expertise in the energy EPC arena.

FACILITIES

NPCC operates four state-of-the-art engineering centers covering the Middle East, South Asia, and Europe:

- Mussafah, Abu Dhabi, UAE
- Hyderabad, India
- Mumbai, India
- La Ciotat, France

OFFSHORE FLEET

Our modern fleet of 22 vessels provides the full range of offshore construction capabilities covering the following:

- Support shallow and deep-water operations
- Lift structures weighing up to 4,200 tons
- Lay sub-sea cables and pipelines up to 66 inches diameter; in water depths of up to 2,000m

MUSSAFAH FABRICATION YARD

- 1.3 million sq.m state-of-the-art facility
- Fabrication of heavy structures up to 100,000 MT per year
- Storage tanks and containment spheres for petroleum products
- Pipe coating
- Construction of pressure vessels
- Load-out facilities up to 30,000 MT as a single structure
- Custom-built fabrication yard for construction, assembly and load-out
- Offshore operation support services
- Indoor and outdoor material storage
- Piping / sub-assembly workshops
- Post-Weld Heat Treatment (PWHT) facilities with furnaces



OFFICES

(GRI 102-4)

- Headquarters
Abu Dhabi, UAE
Mussafah Industrial City
- Kingdom of Saudi Arabia
NPCC Saudi Ltd
- India
ANEWA Engineering Private Limited
NPCC Engineering Limited (NEL)
- Malaysia
NPCC Malaysia SDN BHD

OUR JOURNEY

Founded in 1973 in Abu Dhabi to support the burgeoning UAE oil and gas industry, NPCC has evolved from a fabricator into a leading global EPC contractor.

1973	Formed by ADNOC and Consolidated Contractors Company (CCC)
1974	Established Saadiyat Fabrication Yard
1978	Established offshore construction division
1986	Established onshore construction division; Expanded Offshore Fleet (HLS 2000); Established Engineering Division 1st EPC Award
1995	Commissioned Mussafah Fabrication Yard
2004	SENAAT becomes Majority Shareholder
2007	1st Major EPC Contract - Maersk Qatar; Established an Engineering Subsidiary in India (NEL)
2015	Acquisition of ANEWA Engineering; 100 % Acquisition of NEL
2016	Acquisition of equity in Principia Engineering
2021	Becomes part of NMDC Group

OWNERSHIP STRUCTURE

(GRI 102-5)

NPCC sent NMDC a reverse-merger offer on August 15, 2020, which was approved by NMDC's shareholders on December 14, 2020. Regulators cleared the reverse-merger on February 11, 2021, effectively completing the transaction. A more detailed summary of the transaction can be found on page 27 of [NMDC's 2021 Integrated Report](#).

Shareholder structure of NPCC prior to the merger (as at December 31, 2020)

NPCC	
Chimera Investments LLC	30%
General Holding Corporation PJSC (Senaat)	70%

NMDC's shareholder structure as at December 31, 2021

NMDC (Group)	
Sogno Commercial Investment – Sole Proprietorship LLC*	44.20%
WAS Two Commercial Investment – Sole Proprietorship LLC*	20.91%
General Holding Corporation – PJS	14.28%
Other	20.61%

*Sogno Commercial Investment and WAS Two Commercial Investment are 100% owned by Alpha Dhabi Holding PJSC

AWARDS AND RECOGNITIONS

NPCC is proud to have been the recipient of many awards and accolades over the years in recognition of our commitment to business excellence. The most recent list of honors includes:



GUINNESS WORLD RECORDS - 2019

Heaviest Single-Module Topside on a Fixed Steel Jacket



SHEIKH KHALIFA EXCELLENCE AWARD

(Gold Category) - 2019



ROSPA 2021 GOLD MEDAL

(8 consecutive Golds) for HSE performance



BRITISH SAFETY COUNCIL

- Five Star Prestigious Sword of Honour Award 2019 and 2021
- International Safety Award 2020 and 2021 with Distinction
- Five stars rating with an audit score of 96.78% for excellent commitment to Occupational Health and Safety

CERTIFICATIONS

ISO 45001:2018
- Occupational Health and Safety Management System (OHSMS)

ISO 14001:2015
- Environmental Management System (EMS)

ISO 9001:2015
- Quality Management System (QMS)

ISO 27001 -
Information Security Management System (ISMS)

MEMBERSHIPS



Offshore Petroleum Industry Training Organization



Institution of Occupational Safety and Health



British Safety Council



International Pipeline & 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

03

OUR APPROACH TO SUSTAINABILITY



ONE VISION

(GRI 102-12, GRI 102-29)

THE UAE'S COMMITMENT TO SUSTAINABILITY

In 2015, the UAE signed up to the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) as well as the Paris Agreement on Climate Change.

The 2030 Agenda offers an ambitious blueprint to deliver environmental sustainability, economic prosperity, social inclusion, and good governance, transforming the lives of all global citizens, leaving no one behind.

The Agenda is inextricably linked with the Paris Agreement. Indeed, SDG 13 'Climate Action' recognizes that efforts to achieve all the SDGs will be undermined without a unified, global approach to addressing the threat of climate change.

The principles of these two important global commitments have since been cascaded down into local and national government strategies. These include the UAE Vision 2021 and now the UAE Centennial 2071 Plan, which embraces the People, Planet, Prosperity, Peace, and Partnerships pillars of sustainable development and sets the agenda for the development of the UAE over the next 50 years.

Established in 2017 to coordinate the implementation of the SDGs, the National Committee on SDGs has adopted a holistic, cross-sectoral approach to SDG implementation which calls on all stakeholders across government, the private sector, civil society, and academia, to collaborate and form partnerships to achieve the goals.

CLIMATE ACTION

In October 2021, the UAE announced the Net-Zero by 2050 strategic initiative to transform its economy over the next 30 years to achieve net-zero emissions by 2050, making the Emirates the first country in the Middle East and North Africa (MENA) to make this pledge.

This strategic initiative is the centerpiece of the UAE's contribution to global efforts to tackle climate change under the Paris Agreement which calls for a reduction in greenhouse gas (GHG) emissions to limit the rise in global temperature to 1.5 degrees Celsius compared to pre-industrial levels. The strategic initiative recognizes that the path to net-zero presents major economic opportunities that support the UAE's vision to develop the Emirates into the most dynamic economy in the world.

The UAE has further underlined its commitment to climate action by hosting the 28th Conference of the Parties (COP 28) to the United Nations Framework Convention on Climate Change (UNFCCC) at Expo City Dubai in November 2023. The event will gather representatives of UN member states, private sector business leaders, academics, and representatives of civil society organizations. Delegates will review progress by UN member states on climate action and discuss potential new initiatives and pathways to address climate change.

NPCC'S APPROACH TO SUSTAINABILITY

As a UAE-based company operating in a critical economic sector, NPCC's approach to sustainability is guided by UAE government initiatives as well as being aligned with best ESG practices within our industry. Supporting the vision of our leadership to create sustainable, long-term value for the UAE while contributing to global progress is at the heart of our sustainability strategy.

Since our first sustainability report in 2018, we have gradually embedded environmental, social, and governance principles in our business model and reported our progress in accordance with the Global Reporting Initiative (GRI), the most widely used internationally recognized sustainability framework, with a view to maximizing the positive impact for all our stakeholders.

Each sustainability report provides an opportunity to review and assess our progress, and identify opportunities and areas for improvement, while communicating and engaging with our key stakeholders.

WHAT MATTERS MOST

(GRI 102-21, GRI 102-31, GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44, GRI 102-47)








OUR MATERIAL TOPICS

NPCC's sustainability strategy is informed by identifying the ESG topics that are most relevant to our business. This means both those topics that have a material impact on our company's operations as well as how our business impacts the environment and society, known as double materiality.

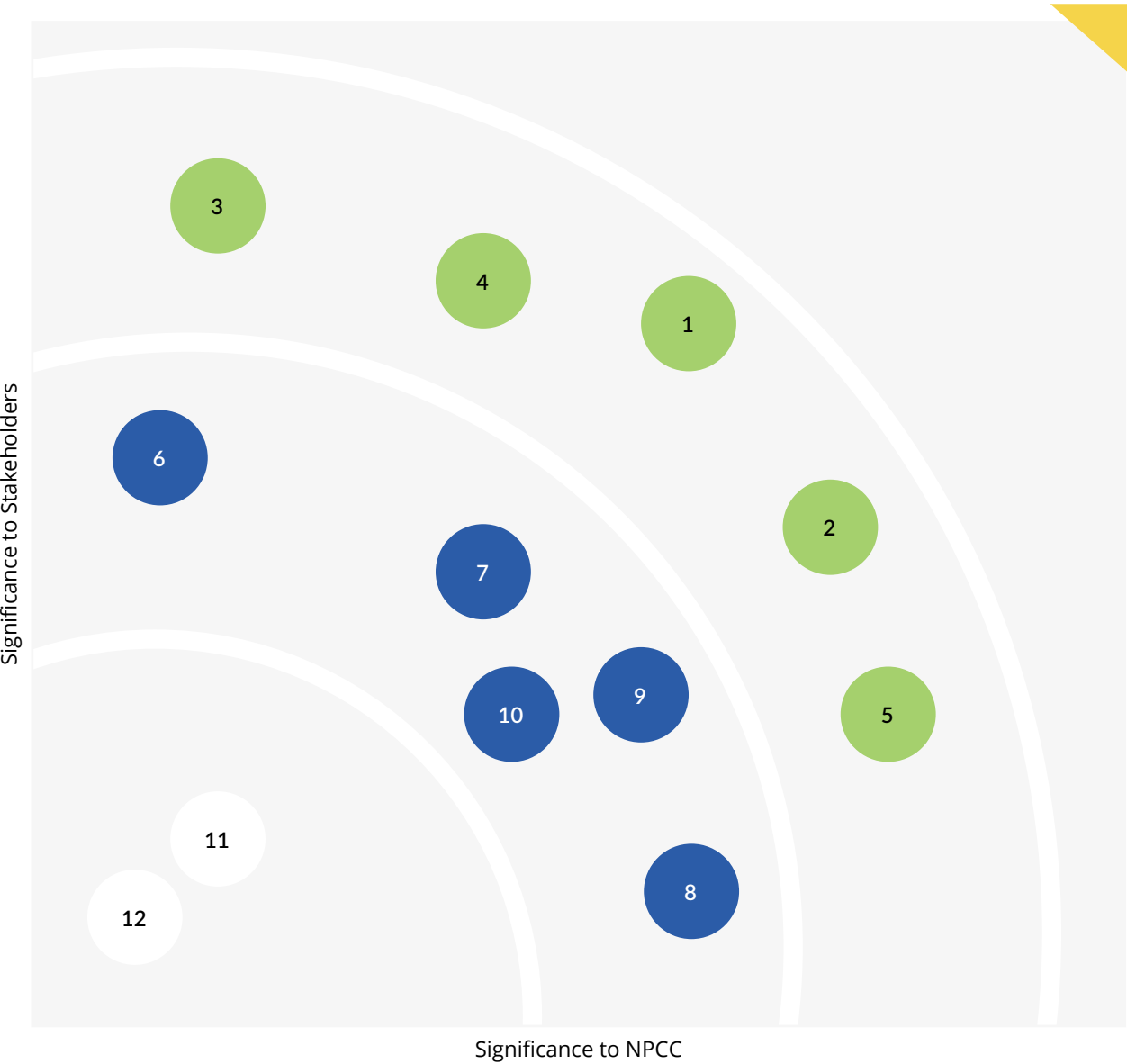
NPCC nurtures strong relationships with all key stakeholders to build their trust and offer them the opportunity to tell us what matters most to them.

By incorporating their feedback into our ESG strategy, we can ensure that we create sustainable value for all stakeholders.

To that end, NPCC conducted a thorough stakeholder engagement process according to industry best practices. The following table shows a full list of NPCC's key stakeholders and the various methods and channels we use to engage with them.

KEY STAKEHOLDERS	METHODS OF ENGAGEMENT	KEY NEEDS AND EXPECTATIONS
 Customers Delivering high quality products and services to meet our customers' needs is key for NPCC and essential to build trust and loyalty	<ul style="list-style-type: none"> • Performance Evaluation Survey • Daily face-to-face interactions or meetings 	<ul style="list-style-type: none"> • Privacy and Security • Responsiveness to customers' needs • Quality, safety, and cost
 Employees NPCC recognizes that a motivated workforce will enable the company to realize its vision and goals, and so it provides a fair, diverse and respectful environment alongside implementing globally recognized standards to ensure safety & wellbeing	<ul style="list-style-type: none"> • Employee engagement surveys • Employee performance assessment • Internal communication programs • Succession planning and development • Pay structure and compensation • Policies and Procedures 	<ul style="list-style-type: none"> • Training and Development • Engagement Surveys • Succession Planning • Compensation
 Shareholders & Investors NPCC consistently generates value for its shareholders by exhibiting resilience and dynamism when it comes to confronting challenges, utilizing best practices and establishing new standards	<ul style="list-style-type: none"> • Financial Statement/Results • Annual Report • Periodic Meetings 	<ul style="list-style-type: none"> • Optimized costs and expenses • Capital Expenses • Capital • Positioning/ Allocation • Compliance • Dividends Distribution • Successful strategy implementation
 Communities As an active member of our society, we aim to create a definite social impact, by giving back to the community through various volunteering programs	<ul style="list-style-type: none"> • Sponsorship and support to educational institutions • Cultural and Social Events • Donation 	<ul style="list-style-type: none"> • Meer Ramadan • Kiswat Al Eid • Donations • Health Awareness Talks • Social Events • National identity-related activities
 Board Members The tone at the top is crucial in overseeing the strategic direction of the company	<ul style="list-style-type: none"> • Board Meetings • Annual Business plan • Financial Statement • Press releases • Dividends distribution 	<ul style="list-style-type: none"> • Successful strategy implementation • Optimized costs and expenses • Emiratization • Acquisition of assets • Capital positioning/transfer • Digital transformation
 Governmental Institutions In line with global best practices, NPCC pioneers in operating at the highest levels of corporate governance, along with conforming to the rules and regulations in all areas of operation	<ul style="list-style-type: none"> • Audits • Registrations • Press Releases 	<ul style="list-style-type: none"> • Alignment with national development plans and programs • Regulatory compliance
 Suppliers and other Business Partners Sustaining relationships with its partners enables NPCC to step towards its strategic goals, and take on its customer needs	<ul style="list-style-type: none"> • Surveys • Audits • Supplier portal 	<ul style="list-style-type: none"> • Classification on tendering process and lifecycle • Automated System (ERP) • Terms and Conditions • Blanket agreements • Cost negotiation

Through this process, we identified 12 material ESG topics that are most important to our business. The materiality matrix plots these topics in terms of importance to stakeholders as well as to NPCC as a company.



Most Important	More Important	Important
1 Governance, Compliance, and Business Ethics	6 Stakeholder Engagement and Satisfaction	11 Talent Attraction & Emiratization
2 Environment Management & Protection	7 Climate Change Risks & Carbon Management	12 Diversity & Inclusion
3 Economic Performance	8 Innovation	
4 Occupational Health, Process Safety, Security and Wellbeing	9 People & Social Development	
5 Employee Empowerment and Recognition	10 Procurement Practices and Local Content	







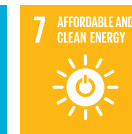




























































The table below lists those topics in order of importance and shows the corresponding GRI and ADX disclosures:

Material Topics		GRI Standards	ADX Standards
Most Important			
1	Governance, Compliance and Business Ethics	GRI 102: General Disclosures	S1, S9, S10 G1, G2, G3, G6
		GRI 205: Anti-Corruption	G5
		GRI 206: Anti-Competitive Behavior	
2	Environmental Management & Protection	GRI 301: Materials	
		GRI 302: Energy	E3, E4, E5
		GRI 303: Water and Effluents	E6
		GRI 306: Effluents and Waste	
	GRI 307: Environmental Compliance	E7, E8, E9	
3	Economic Performance	GRI 201: Economic Performance	
4	Occupational Health, Process Safety, Security and Wellbeing	GRI 403: Occupational Health and Safety	S7, S8
5	Employee Empowerment and Recognition	GRI 402: Labour/Management Relations	
More Important			
6	Stakeholder Engagement and Satisfaction	GRI 102: General Disclosures	
7	Climate Change Risks & Carbon Management	GRI 305: Emissions	E1, E2, E10
8	Innovation	GRI 203: Indirect Economic Impacts	
9	People & Social Development	GRI 401: Employment	S3, S5, S11
		GRI 404: Training and Education	
		GRI 406: Non-Discrimination	S6
		GRI 413: Local Communities	S12
10	Procurement Practices and Local Content	GRI 102: General Disclosures	
		GRI 204: Procurement Practices	G4
		GRI 414: Supplier Social Assessment	
Important			
11	Talent Attraction and Emiratization	GRI 102: General Disclosures	
		GRI 401: Employment	
		GRI 202: Market Presence	S11
12	Diversity & Inclusion	GRI 405: Diversity and Equal Opportunity	S2, S4

OUR ALIGNMENT WITH THE SDGs

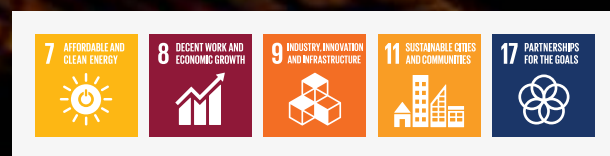
As part of its sustainability approach, NPCC measures its impact by assessing its contribution to the SDGs. After classifying our material topics, we have aligned each of these with a specific goal allowing us to identify a total of 13 material goals towards which our company can make a significant contribution, through our business strategy, our operations and our relationships with our stakeholders.

We have included below our SDG index which highlights our alignment with the SDGs and demonstrates the specific goals which are addressed by each of the sections of this report.

OUR SDG INDEX																		
																		
1	Introduction																	
2	A World-Class EPC Company																	
3	Our Approach to Sustainability																	
4	Economic Contribution and Performance																	
5	Environmental Stewardship																	
6	Contributing to Society																	
7	Leading on Governance																	
8	GRI Index																	

04

ECONOMIC CONTRIBUTION AND PERFORMANCE



OUR CONTRIBUTION TO THE ECONOMY

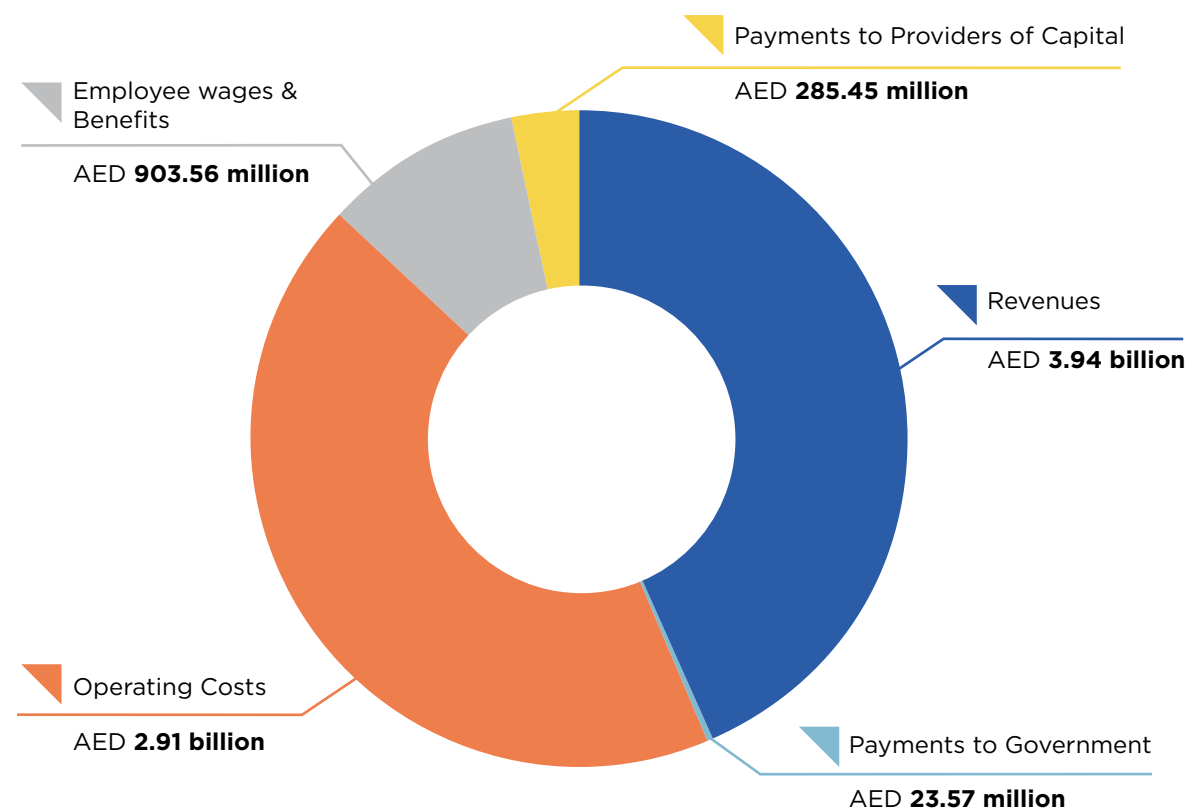
(GRI 102-7, GRI 201-1, GRI 201-2, GRI 203-2)

In light of the recent NPCC and NMDC merger to create a regional champion in the offshore services sector, NPCC's strategy was re-aligned with the overall integrated objectives of the Group. As a result of this merger, NPCC has identified several value creation opportunities across its core services portfolio. In addition, it has identified opportunities to expand into adjacent segments that are complementary to both NPCC's current services and those of the NMDC Group in general.

In NPCC's strategy map, the pillars of maximizing value, stakeholders, and internal processes and capabilities are supported by a clear set of enablers and strategic initiatives that seek to realize synergies & value, strengthen partnerships with government and clients, diversify capabilities, and facilitate the successful integration of post-merger initiatives.

Furthermore, the horizontal diversification lever of NPCC's strategy remains strong, with the company aspiring to expand its operations in key new markets such as Egypt, India, and South East Asia, among others.

A company's economic contribution is a key sustainability element indicating how an organization creates wealth for all its stakeholders. As per the GRI's classification, this includes the value generated by the company in the form of revenues as well as value distributed to stakeholders such as shareholders, employees, suppliers, and others in the form of operating costs, employee wages & benefits, payments to providers of capital, payments to government in the form of taxes and community investments. The economic value retained represents what remains after subtracting the value distributed from the value generated.



Direct Economic Value Generated at **AED 3.94 Billion**

Economic Value Distributed at **AED 4.12 billion**

Note: these numbers represent the total performance of NPCC, inclusive of its international operations

NPCC'S CONTRIBUTION TO A GREENER UAE ECONOMY

NPCC has an MoU with Technip Energies to create a joint venture (JV) to advance the energy transition in the UAE and other MENA countries. The partnership will explore clean energy opportunities, with an emphasis on blue and green hydrogen, and related decarbonization projects. Further details of this collaboration can be found in the section on Environmental Stewardship below.

INNOVATION

(GRI 203-2)

Innovation is in NPCC's DNA. Over the years, our ability to innovate has been key to our evolution as a business into a world-class Energy EPC contractor and an essential ingredient in staying a step ahead of the competition while delivering maximum value to our loyal customer base.

A culture of innovation runs throughout the company and we encourage employees at every level to embrace an innovative mindset and propose initiatives to enhance all areas of the business, from the simplest processes to complex areas of engineering and design.

This approach can deliver many benefits. It stimulates participation and teamwork among employees by proving they can make a meaningful contribution to NPCC, regardless of their rank or discipline. Harnessing the innovative potential of our workforce results in new products, processes, cost reductions, and greater operational efficiency.

INNOVATION AND KNOWLEDGE MANAGEMENT COMMITTEE

NPCC created the Innovation and Knowledge Management Committee in 2016 to foster a culture of innovation within the organization, evaluate ideas submitted, and oversee the implementation of approved projects to improve all businesses processes and services. The ultimate purpose is to enhance performance, quality, and efficiency of operations, in line with NPCC's overall business plan.

The Committee is headed by the Chairman of NPCC with additional members comprising of the Secretary of the Committee in addition to senior representatives of major departments within the company. The Committee is supported by teams of 'Innovation Assessors' comprised of knowledge experts drawn from across the company who review and evaluate ideas. This approach ensures that innovation is embedded from top to bottom of the organization and, importantly, that there is cross-departmental collaboration.

NPCC firmly believes that every employee has the capacity to think creatively. Employees on the ground are also best positioned to propose improvements to processes they deal with on a daily basis. However, we realize that many feel reticent to come forward with suggested improvements to their line managers. To overcome this barrier, NPCC created a dedicated innovation portal to encourage employees to submit their ideas for improving business processes.

NPCC's Innovation and Knowledge Management Team launched a number of targeted campaigns in 2021 calling for employees to suggest solutions to specific challenges. We offered incentives and rewards for the best ideas.

Ideas fall into one of four categories of Innovation Schemes:

1. Accomplished Innovation

2. Challenge Me

3. Creative Ideas

4. Quick fix

TIME TO INNOVATE

Time to Innovate is our annual call for all employees to submit Creative Ideas and to highlight any Accomplished Innovations. No suggestion is too small and employees should not confine themselves to their own activities as the campaign aims to encourage workers to break out of their silos and collaborate with other functions. At the start of every year, we produce an Annual Innovation Report which is followed soon after by an Innovation Showcase to highlight the winning contributions.

LESS COSTS FOR FASTER RECOVERY

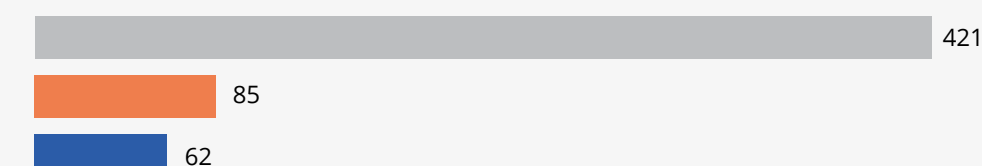
To accelerate NPCC's recovery from the financial impact of COVID-19, in 2021 we launched a campaign calling on all employees to share ideas for optimizing operations and processes in order to produce savings and cost reductions. We welcomed all suggestions regardless of the scale of their impact or their discipline within the business.

CHALLENGE ME PROGRAM

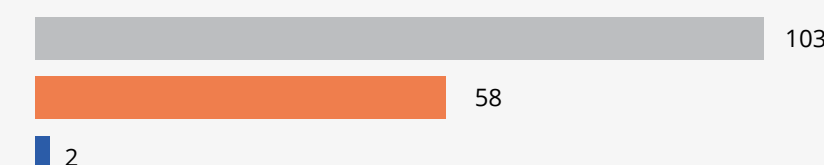
This campaign calls on employees to submit innovations for specialist categories throughout the business, such as Engineering Challenges, Medical Centre Challenges, and Project Control Department Challenges, among others.

2019 2020 2021

Number of Creative Ideas



Number of Accomplished Innovations



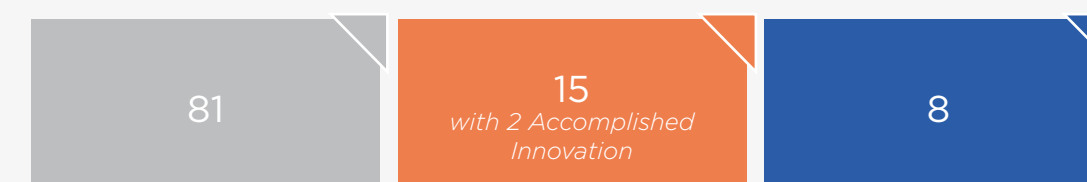
Number of "Quick" Ideas



Number of "Challenge me" Ideas



Number of Ideas on HSE & Sustainability Driven by Employees



05

ENVIRONMENTAL STEWARDSHIP



MINIMIZING OUR IMPACT

(GRI 102-20, GRI 102-32, GRI 201-2, GRI 203-2, GRI 307-1, E8, E9)

NPCC adheres to the best environmental protection practices in the Energy EPC sector and is determined to support the UAE's environmental initiatives, including its commitment to the Paris Agreement as well as the Net-Zero by 2050 strategic initiative launched in October 2021.

As a major Energy EPC company mostly operating in the oil and gas sector, NPCC has a responsibility to protect the delicate environments in which it operates, whether onshore or offshore. We ensure that we have the processes and mechanisms in place to manage the environmental impact of our activities, both during the construction phase as well as the operation and maintenance of our facilities.

Major clients such as ADNOC are constantly looking to lower the carbon intensity of oil and gas production through the deployment of new and more advanced technologies, such as Carbon Capture and Storage (CCS). NPCC will therefore have a major role to play in developing and building energy infrastructure that operates at maximum efficiency levels when it comes to energy and water consumption as well as emissions.

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

NPCC's Environmental Management System (EMS) manual is the reference point for conducting our operations in a way that minimizes environmental impact. The manual details robust procedures to comply with our HSE Policy as well as with the requirements of ISO 14001:2015, and to measure, monitor, manage and report our environmental impact and performance.

The EMS, which applies to all NPCC operations and sub-contractors, reflects NPCC's commitment to maintain the highest standards of environmental performance. All personnel are expected to use it as a reference document in the performance of their duties. The EMS complies with Federal, Environment Agency – Abu Dhabi (EAD), and Centre of Waste Management (CWM) laws and regulations.

LEADERSHIP AND GOVERNANCE

Environmental protection and conservation are among NPCC management's highest priorities. The EMS specifies several responsibilities that management have a duty to deliver. These include:

- Accountability for the effectiveness of the EMS and promoting continual improvement
- Setting HSE Policy and Strategic Environmental Objectives
- Establishing short-term targets and resources needed to improve Environmental performance
- Putting Environmental concerns high on the agenda of meetings from the Board downwards
- Ensure integration of the environmental management system with NPCC's business processes
- Initiate improvement actions and recognition of performance when objectives are achieved
- Influencing our Clients to jointly strive for improvements and communicating the importance of Environmental considerations in business decisions
- Complying with relevant and applicable laws and regulations and other requirements
- Supporting local Environmental initiatives
- Participating in Environmental monitoring and auditing
- High Profile HSE Inspection tours

Furthermore, management must foster a workplace culture that supports sound environmental management among all employees. The EMS specifies the following methods to achieve this:

- Organizational culture will be influenced through leadership and commitment
- Positive recognition and encouragement of individual and group performance
- Promotion of the EMS to influence client attitudes and behaviors to improve environmental performance
- Individuals taking responsibility and accountability for environmental performance and to share best practices
- Participation and involvement by all employees in protection of environment

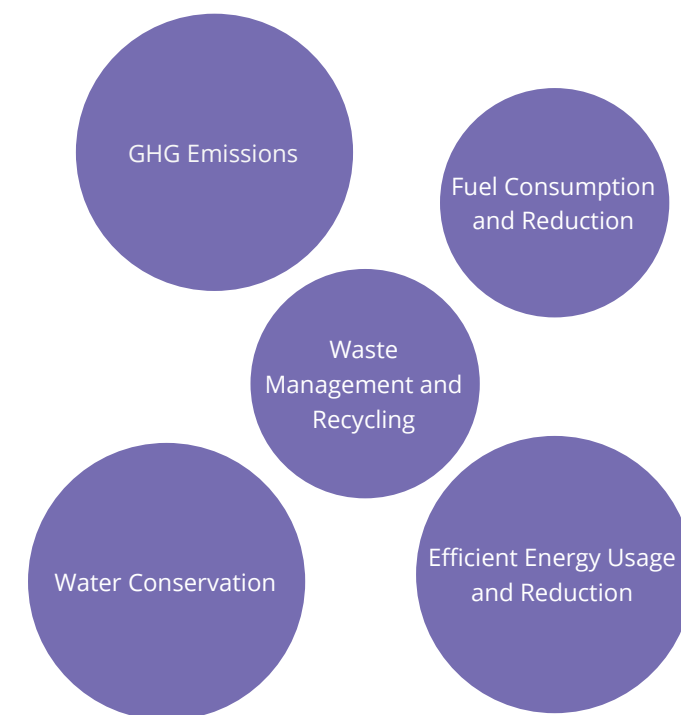


GREENER NPCC TASKFORCE

NPCC established the Greener NPCC Taskforce in 2017 to incrementally reduce NPCC's environmental impact over time by overseeing the implementation of environmental initiatives across the company, as well as to monitor, measure, and report on their impact on a regular basis.

Impact

The Taskforce identified the following five broad areas where we have the potential to maximize environmental impact through our regular operations:



NPCC has also participated in environmental conservation and protection projects.

These include:

1. Shoreline cleaning campaign at Safania, KSA
2. Tree planting campaign at Manifa, KSA: planting of 1,600 plants with associated irrigation system arrangements

ENERGY TRANSITION

In addition to addressing the environmental impact of our traditional business operations, NPCC sees opportunities to take a proactive role in the global energy transition. This is consistent with the UAE's growing involvement in renewable energy. The country is rolling out utility-scale renewable power projects on home soil, while UAE-based companies such as Masdar have invested heavily in developing renewable assets overseas.

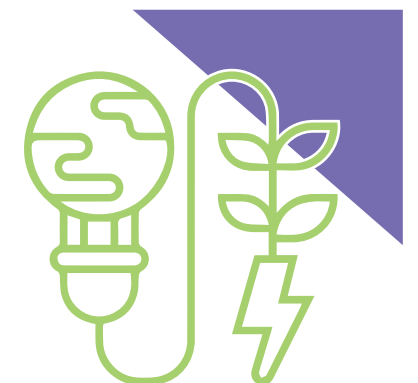
Offshore Wind

NPCC's EPC capabilities in the offshore oil sector are compatible with the offshore wind sector, which is a rapidly growing globally. We are particularly interested in exploring opportunities in Asia as well as Europe. The latter is the largest offshore wind market and is anticipated to see continued strong growth in the coming years as Europe strives to meet ambitious emissions targets. China and India also offer abundant offshore wind potential.

Clean Energy

Hydrogen production has emerged in recent years as an increasingly promising technology to reduce emissions and address climate change. NPCC has an MoU with Technip Energies to create a joint venture (JV) to explore clean energy opportunities, with an emphasis on blue and green hydrogen, and related decarbonization projects.

The two companies have a history of successful collaboration spanning more than three decades. Technip Energies will contribute its technological expertise, overall project management capabilities and innovative solutions, while NPCC will bring its EPC project management experience, fabrication capabilities, and regional footprint.



ENERGY CONSUMPTION AND MANAGEMENT

(GRI 301-1, GRI 301-2, GRI 301-3, GRI 302-1, GRI 302-3, GRI 302-4, E3, E4, E5, E7, E8, E9)

The Greener NPCC Taskforce implemented NPCC Energy and Water Savings Action Plan (2018-2022). The five-year plan aims to achieve a 30% energy reduction by end of 2022, compared to the 2017 baseline. Full implementation of the plan began in 2019 and includes yearly targets.

As at the end of 2021, measures introduced as part of the plan had resulted in a total reduction of approximately 4.5M kWh, equivalent to a 4.9% reduction since 2017. The COVID-19 pandemic forced NPCC to shelve or cancel several initiatives while we grappled with disruptive effects of the pandemic.

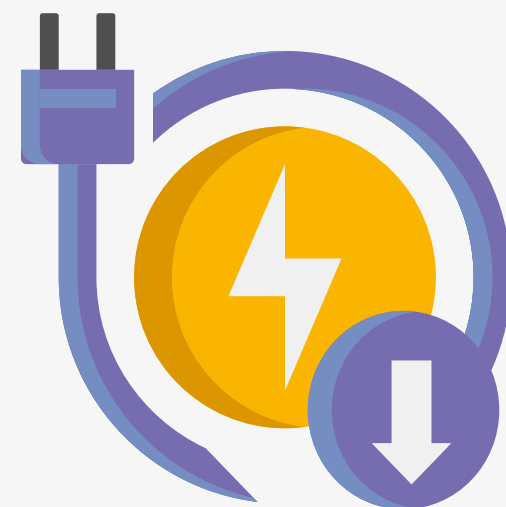
The NPCC Energy Savings Plan includes the following energy conservation measures (ECM):

1. Behavioral Energy Conservation Measure
2. Commercial Lighting Replacement Scheme
3. Industrial Lighting Replacement Scheme
4. HVAC System Replacement Scheme
5. Solar Photovoltaic System
6. Thermal Solar System
7. Welding and Cutting Equipment
8. Water Conservation Measures

Initiatives successfully implemented in 2021:

1. Replacement of Standard Industrial & Commercial Lighting by LED Lighting
2. Replacement of Standard Air Conditioners by Energy Efficient A/C
3. Installation of Solar panels in some of the accommodations

4.5M kWh



equivalent to a

4.9%

energy reduction since

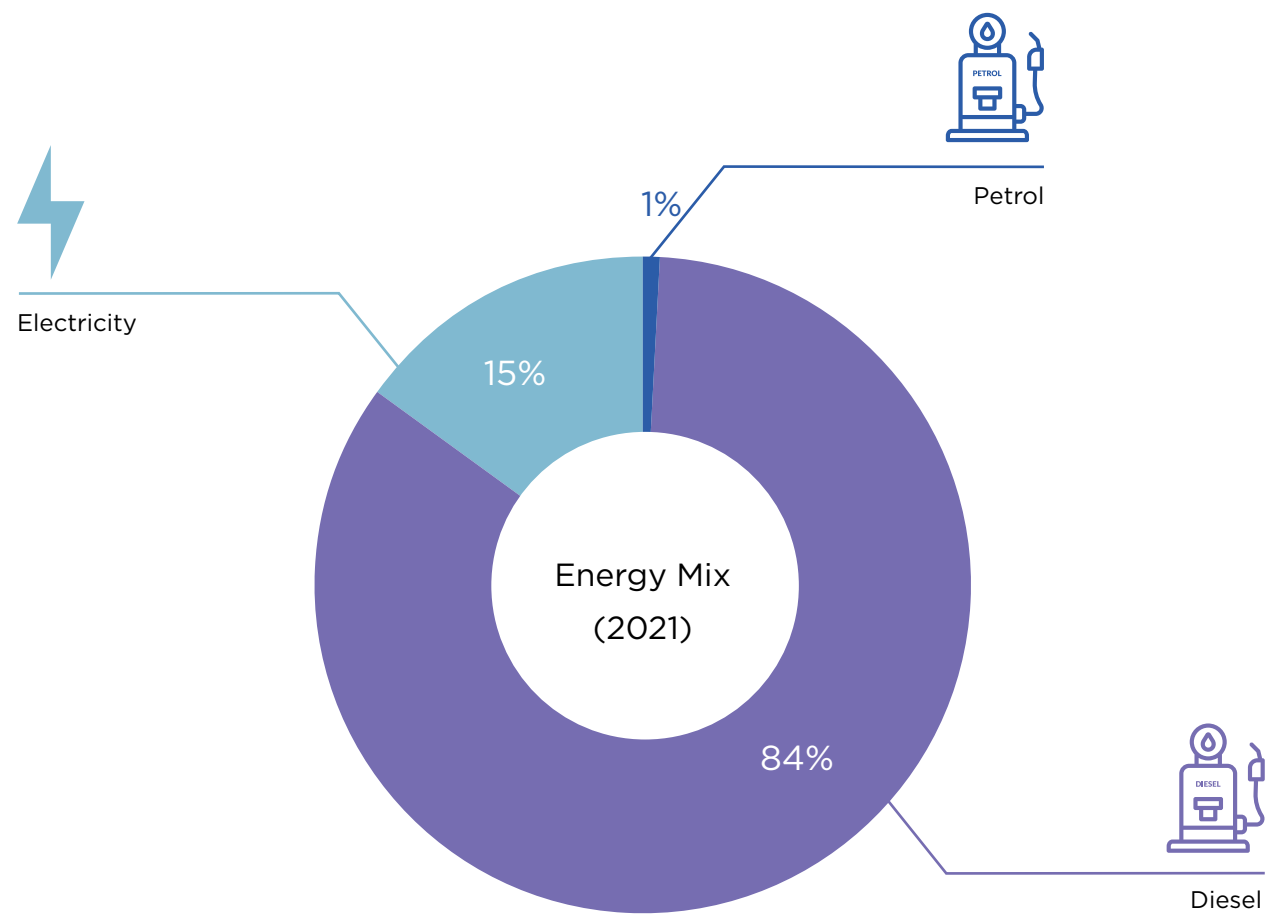
2017

ENERGY CONSUMPTION DATA

NPCC's operations are energy intensive and diesel accounts for the vast bulk (84%) of total energy consumption. Diesel is mainly used to power heavy duty machinery, onsite generators, vessels, vehicles, and other facilities. Our total energy consumption significantly decreased in 2021 as compared to 2020, mainly as a result of a 2.5-fold decrease in diesel consumption. Although several projects have been restored post-pandemic, this is mainly attributed to a general decrease in the workload. As for our electricity and petrol consumptions, these have slightly increased as compared to 2020, due to the re-establishment of several departments which had been shut down due to COVID-19.

All in TJ	Scope	Type	2019	2020	2021
Energy Consumption	Direct Energy Consumption	Diesel	4,746.77	3,440.94	1,374.13
		Petrol	15.11	15.21	17.29
	Indirect Energy Consumption	Electricity Consumption	251.26	188.95	245.57
Total Direct Energy Consumption			4,761.88	3,456.15	1,391.42
Total Indirect Energy Consumption			251.26	188.95	245.57
Total Energy Consumption			5,013.14	3,645.10	1,636.99

Energy Intensity Against Revenue (TJ/AED Million)	2019	2020	2021
Direct Energy Intensity (Fuel Consumption)	1.91	2.10	1.64
Indirect Energy Intensity (Electricity Consumption)	0.10	0.11	0.29
Total Energy Intensity	2.01	2.21	1.93



PAPER CONSUMPTION

NPCC has significantly reduced overall paper consumption by half over the past two years thanks to the introduction of a number of initiatives. This mainly pertains to a switch to digital processes that avoid the need to print paper. Electronic approval is now in place for all routine operations and digital document distribution and storage is encouraged as much as possible.

		2019	2020	2021
Total Paper Sheets Consumed	A4	23,664,500.00	12,133,000.00	11,965,000.00
	A3	2,983,500.00	1,875,000.00	1,639,000.00
	A5	184,500.00	120,000.00	67,000.00
	TOTAL	26,832,500.00	14,128,000.00	13,671,000.00

	2019	2020	2021
Total Number of Tissue Boxes Consumed (19x21cm)	25,508.00	17,784.00	15,464.00

OUR IMPACT FROM REDUCING OUR PAPER CONSUMPTION

Performance as compared to 2019

PAPER SHEETS

During the year 2019, we consumed a total of 26,832,500 paper sheets (inclusive of A3, A4 and A5 paper size) which was decreased in 2021 to 13,671,000 – a saving of **13,161,500 pages**

49% DECREASE IN PAPER CONSUMPTION

TISSUE BOXES

During the year 2019, we consumed a total of 25,508 facial tissue boxes (19x21cm) which was decreased in 2021 to 15,464 – a saving of **10,044 boxes**

39% DECREASE IN TISSUE BOXES CONSUMED

TOTAL IMPACT CREATED

1,953.70
TREES SAVED

2,486 FRIDGES
OPERATED PER YEAR

133 CARS
PER YEAR

1,273.70
CLOTHES WASHERS

43

GHG MANAGEMENT

(GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5, E1, E2, E10)

NPCC uses the Greenhouse Gas Protocol to calculate our GHG emissions.

The boundary of our computed emissions includes:

Scope 1: Direct emissions from sources owned or controlled by the reporting entity. This includes machinery and equipment, generators, vessels, vehicles, as well as consumption of refrigerants in our cooling systems

Scope 2: Indirect emissions from consumption of purchased electricity, heat, steam, or cooling. This computation includes the emissions from purchased grid electricity

Scope 3: This year, we have extended the calculation to include elements of Scope 3 emissions, mainly water, wastewater, waste, paper and tissue consumption. This represents an important step towards enhancing GHG reporting and monitoring.

In 2021, our total GHG emissions fell by more than half compared to the previous year in line with the reduction in total energy consumption due, as mentioned above, to a COVID-19 related drop in our operational activity.

NPCC is reducing energy consumption and related GHG emissions across its operations by investing in newer, more energy efficient technologies.

Measures introduced to mitigate emissions include:

- Replacing older, less efficient equipment with newer equipment results in lower energy consumptions and GHG emissions
- Switching from diesel powered generators to electricity wherever possible and sourcing power from the grid. This is reflected in the y-o-y increase in electricity consumption despite lower overall activity.

GHG Emissions (MT CO ₂ e)	Item	2019	2020	2021
Scope 1	Fuel Consumption (Diesel)	321,585.22	228,796.78	90,160.11
	Fuel Consumption (Petrol)	996.13	984.21	1,131.67
	Refrigerant Leakage	20,446.93	12,976.27	9,464.03
Scope 2	Electricity	28,616.22	21,520.44	27,968.20
	Water	3,372.23	2,644.22	2,795.13
	Wastewater	879.06	689.29	728.63
Scope 3	Paper Consumption	136.64	73.29	70.23
	Tissue Consumption	423.02	294.93	256.45
	Waste	1,722.54	1,620.25	1,986.21
Total Emissions (Scope 1)		343,028.28	242,757.26	100,755.82
Total Emissions (Scope 2)		28,616.22	21,520.44	27,968.20
Total Emissions (Scope 3)		6,533.49	5,321.98	5,836.64
Total		378,177.99	269,599.67	134,560.66

GHG Emissions Intensity Against Revenue (MT CO ₂ e/AED Million)	2019	2020	2021
Scope 1	137.47	97.29	40.38
Scope 2	11.47	8.62	11.21
Scope 3	2.62	2.13	2.34
Total	151.56	108.04	53.93

WASTE MANAGEMENT

(GRI 301-1, GRI 301-2, GRI 301-3, GRI 306-3, GRI 306-5, E7, E8, E9)

NPCC identifies and manages different varieties of waste generated from our various day-to-day activities. Waste is classified, sorted, and separated using appropriate safety measures to protect employees and the environment, in full compliance with local regulations.

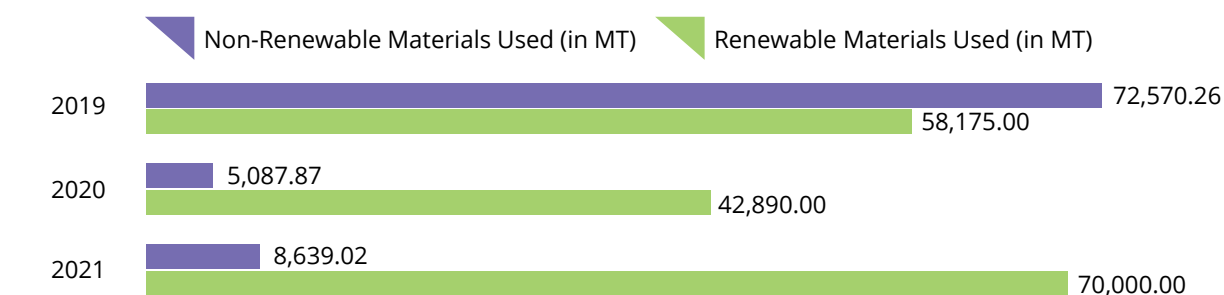
Waste is initially categorized as hazardous & non-hazardous.

- Hazardous waste presents a potential danger to the health of living organisms when released into the environment. It requires specialist treatment and disposal. Around half the hazardous waste NPCC produces is paint which is given to a cement manufacturer that reuses it for a different process
- Non-hazardous waste poses a much lower risk to the environment and can be disposed of using normal municipal facilities.

Where possible, we first consider whether the non-hazardous waste produced can be reused for our own purposes. A large quantity of the waste we produce is scrap metal which is given to a sister company for recycling. All other recyclable waste is sold to third parties.

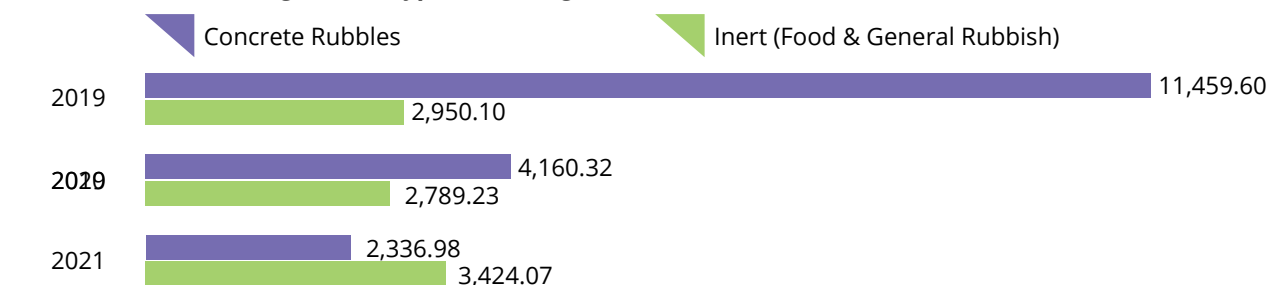
NPCC deals exclusively with waste management service providers licensed by the Center for Waste Management (CWM), an Abu Dhabi government agency. This ensures that all waste is properly handled, transported, and disposed of.

Material Used by Weight: Total Material Used to Produce NPCC's Primary Products and Services

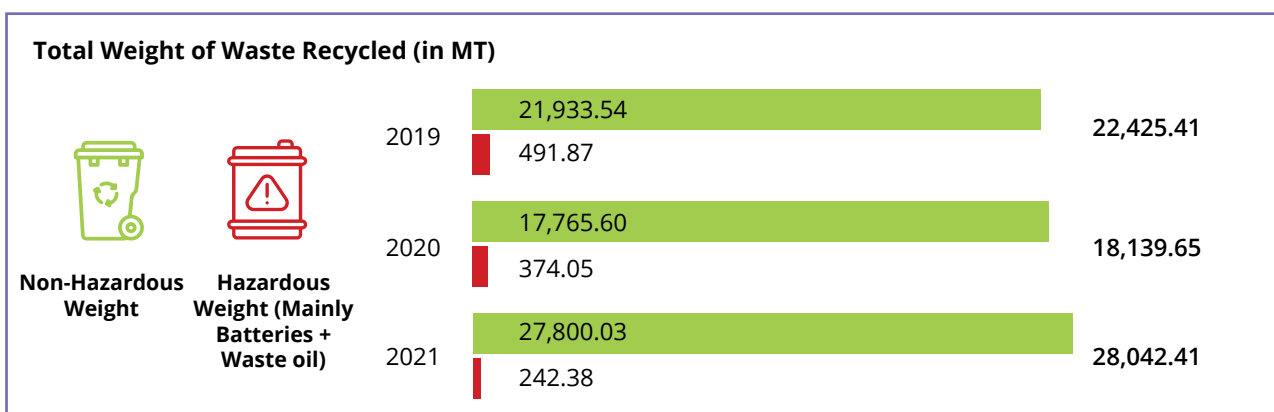


Total Waste Generated:	Total Weight of Waste Generated (in MT)		
	Non-Hazardous Weight	Hazardous Weight	TOTAL
2019	40,560.08	1068.15	41,628.23
2020	26,296.95	710.4	27,007.35
2021	35,826.32	864.98	36,691.30

Breakdown of most significant type of waste generated in MT:



Total Waste Recycled:



Breakdown of non-hazardous waste recycled in MT:

	Paper/ Cartons	Carbon Steel	Cable	Plastic/ Rubber	Wood/ Timber	Stainless Steel/ Aluminum/ Copper etc
2019	16.42	20,919.92	259.74	87.28	471.51	38.68
2020	11.45	15,915.03	572.30	183.44	912.57	86.30
2021	43.15	26,114.61	312.93	83.10	817.73	89.19

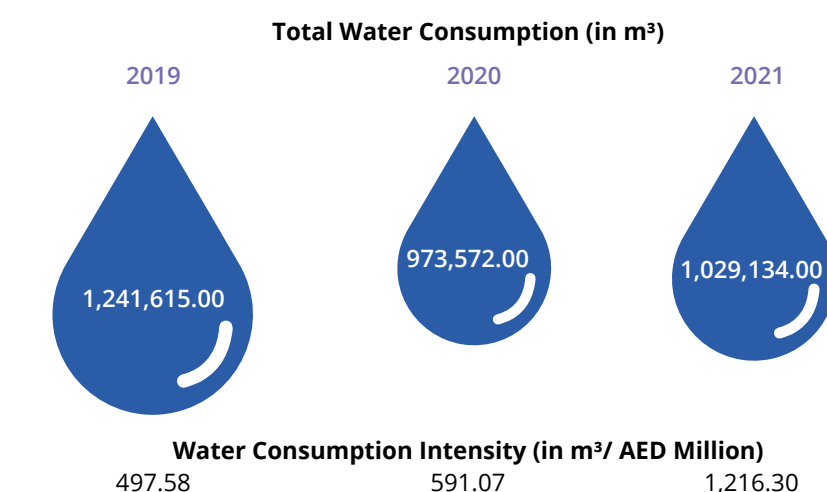


WATER MANAGEMENT

(GRI 303-5, E6)

NPCC's core EPC activities do not consume vast quantities of water. More than 90% of the water the company uses is consumed at the accommodation which houses up to 8,000 workers at peak periods. Recent occupancy has been less than half of that level due to lower activity, though water consumption increased slightly in 2021 compared to the previous year.

The water conservation strategy developed by the Greener NPCC Taskforce calls for rationalizing water usage mainly through awareness campaigns at worker accommodation as well as installing water efficient taps in all our buildings.



06

CONTRIBUTING TO SOCIETY



MAXIMIZING OUR IMPACT

NPCC is fully conscious of our responsibility to go beyond delivering shareholder value, and have a positive impact on society through our operations, the services we provide, our supply chains, our employees and their families, and the local communities we operate in.

OUR PEOPLE

(GRI 102-8, GRI 201-3, GRI 202-2, GRI 401-1, GRI 401-2, GRI 401-3, GRI 402-1, GRI 404-1, GRI 404-2, GRI 404-3, GRI 405-1, GRI 405-2, GRI 406-1, S2, S3, S4, S5, S6)

NPCC contributes to society first and foremost through our employment practices. Employees are the lifeblood of our company, and our success depends on maintaining a highly skilled and motivated workforce. As a world-class EPC company, we make every effort to attract and retain the best talent in the industry and ensure that we pay them accordingly, prioritize their safety and wellbeing, and keep them engaged through continuous training and development as well as opportunities for career progression. We also take pride in having a diverse and inclusive workforce while supporting the development of the UAE through our Emiratization program.

STRATEGIC FOCUS

Following the acquisition of NPCC by NMDC Group, the combined entity will work to create a single integrated Human Resources (HR) department in the first quarter of 2022. The new department will establish a more efficient, integrated group-wide strategy which will cascade down to the various business units. The integration process will have a number of key focus areas.

KEY INTEGRATION FOCUS AREAS

- Developing a combined talent management strategy based on 4 pillars: (1) Attracting, (2) Recruiting, (3) Retaining, and (4) Developing talent
- Prioritizing the development of internal talent
- Developing clear succession plans for critical roles

CRITICAL CONSIDERATIONS

- Merging and integrating two different compensation and benefits schemes
- Building a more diverse workforce, especially by encouraging greater female representation, which is a challenge due to the nature of the industry in which NPCC operates
- Permanent contracts no longer apply in UAE labor law, which calls for a strategic shift to attract senior level talent

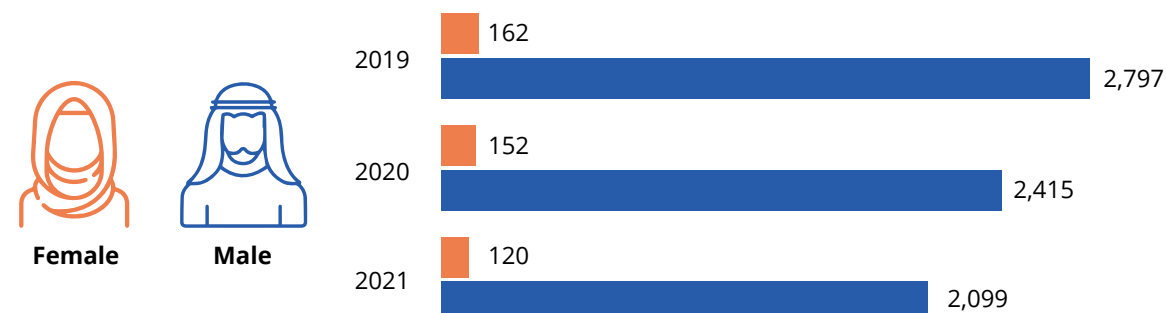
POLICIES AND PROCEDURES

NPCC's comprehensive suite of HR policies and corresponding KPIs ensure that every employee knows exactly where they stand, what we expect of them and what they can expect from NPCC in return. These policies provide the basis for our workplace culture and values. They ensure that everyone is treated fairly according to the same standards and help us to build trust with our employees, which is a pillar of organizational wellbeing.

NPCC's Code of Business Conduct is the foundational document that defines and governs workplace standards and practices that employees must adhere to when performing their duties and representing the company. In addition, we have policies covering a range of human capital-related areas including leave entitlement (annual, maternity, sickness, compassionate), allowances, training & development, performance appraisal and rewards, processes for reporting grievances, among others.

	Day Labors	Employees	TOTAL
2019	10,247	2,959	13,206
2020	9,147	2,567	11,714
2021	7,372	2,219	9,591

Employees (all on full-time and permanent basis)



Contract Hires



WORKFORCE AT A GLANCE

NPCC had a total of 2,219 employees at the end of 2021, all hired on a full-time and permanent basis. In addition to these, the company had 7,372 day laborers hired on a specific contract category under UAE labor law. Fixed-term contract hires represent less than 5% of NPCC's total workforce. The employment policies and practices discussed in this report refer exclusively to permanent employees based in the UAE.

The total number of full-time employees has fallen since 2019 due to the impact of COVID-19 on the global economy as well as our efforts to integrate and optimize operations following the integration of NPCC with NMDC. Employee numbers fell by 13.5% in 2021 from 2,567 in 2020 and by 25.0% from 2,959 in the two years since 2019.

RECRUITMENT AND RETENTION

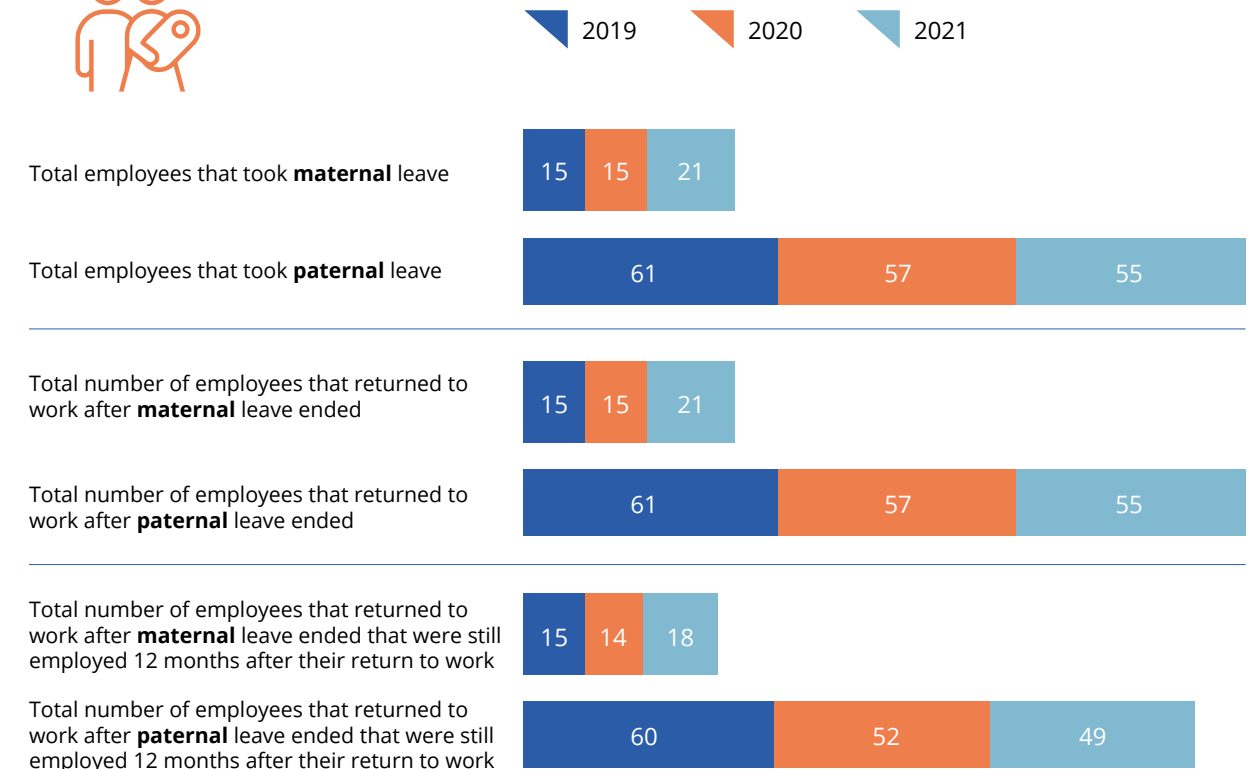
Following a period where the size of the workforce contracted due to COVID-19, in the second half of 2021 NPCC returned to recruitment mode, with most new hires between 30-50 years old (81.71%).

In addition, we have focused on attracting the best graduates by maintaining strong links with universities, attending graduate fairs, and conducting our own road shows. We benchmark entry-level salaries against competitors in the market to ensure we remain among the most attractive employers for top graduates.

To attract and retain the most talented and skilled employees in the industry, and to ensure our workers feel connected and engaged with NPCC, we offer the following inducements:

1. Competitive compensation package on par or better than other market leaders
2. A comprehensive list of benefits and allowances
3. Flexible working hours wherever possible
4. Parental leave for all employees

Total employees entitled to parental Leave



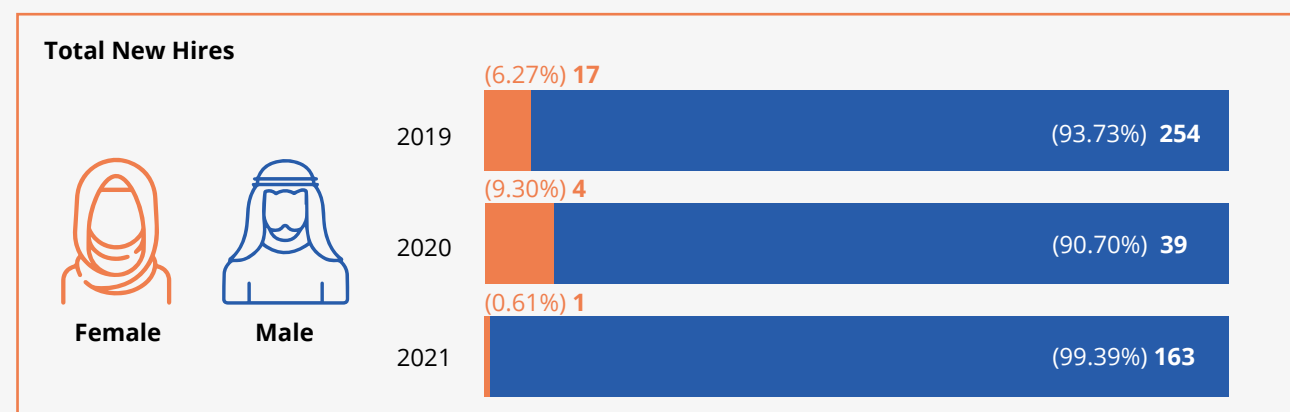
BENEFITS

Life Insurance
Medical Care
Medical Insurance
Disability and Invalidity Coverage (Personal Accident Insurance and Workmen's Compensation Insurance)
Parental Leave
Retirement Provision
Education Assistance
Car and Accommodation Loan
Yearly Achievement Bonus
Camp Accommodation
End of Service Gratuity (Expatriates)
Temporary Benefits
Pension (UAE Nationals)
Medical Compensation (Expatriates)
Married Status Contractual Change
Life Insurance
Employee Leave (Sick Leave, In-Patient Leave, Compassionate Leave, Hajj Leave)
Up to 180 Unpaid Leave

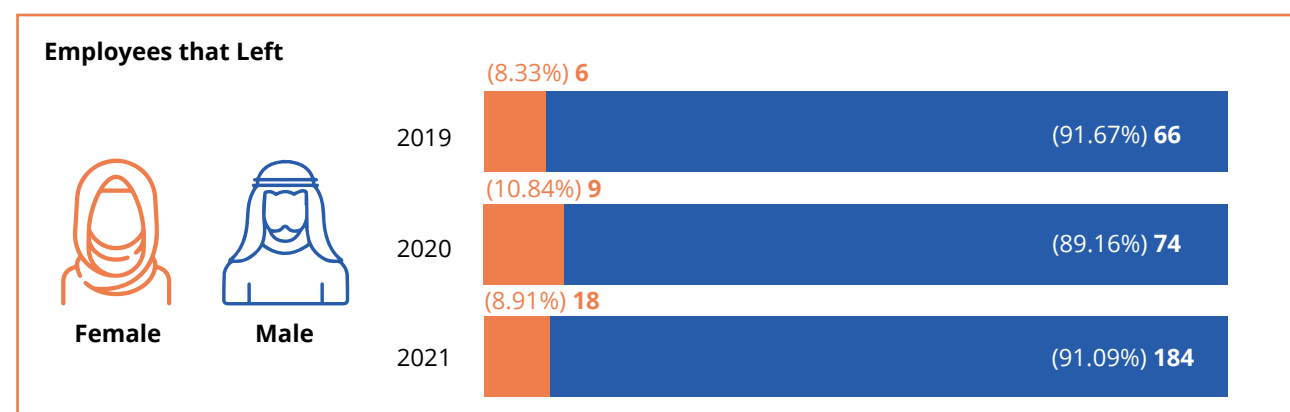


ALLOWANCES

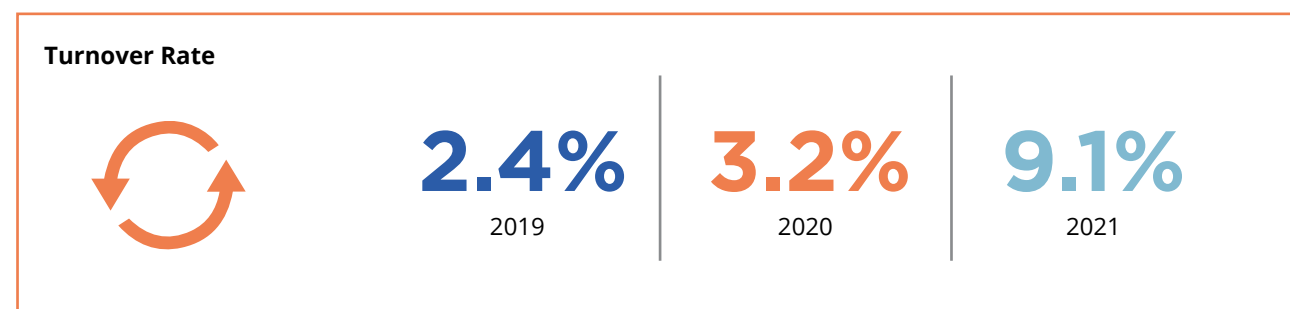
1	Medical compensation in case of employee's termination of employment because of serious illness, as a benefit to those not covered under the life insurance scheme provided by the insurance company
2	Housing allowance provided for salaried employees, which can be taken monthly or three months in advance
3	Educational allowances for children of UAE Nationals
4	Family subsidies to support expats with their children's education
5	Monthly supplemental allowance for employees at grade four and above to compensate for general living expenses
6	Transportation where private vehicles are required for company purposes
7	Monthly job allowance to raise employees' total pay packages to competitive market levels
8	Social allowance paid in accordance with the applicable UAE federal law
9	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
10	Offshore allowance for eligible employees to compensate for the hardship of working conditions
11	Special qualification allowance for monthly QC inspectors, NDT operators, and NDT technicians
12	Monthly telephone allowance for all eligible employees. This compensates workers for the cost of phone calls associated with undertaking work related assignments
13	Acting assignment allowance for employees in some diving crew categories, when required to continue working in the absence of a replacement



	Total New Hires					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2019	42	207	22	15.50%	76.38%	8.12%
2020	3	34	6	6.98%	79.07%	13.95%
2021	12	134	18	7.32%	81.71%	10.98%



	Employees that Left					
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2019	9	53	10	13%	74%	14%
2020	5	58	20	6%	70%	24%
2021	15	148	39	7%	73%	19%



EMPLOYEE ENGAGEMENT

Highly engaged employees feel more of an emotional connection with their employer and thus tend to be more motivated to perform better at work, are more likely to go the extra mile, and tend to stay longer at the company. This commitment ultimately reflects in NPCC's performance and long-term success.

NPCC assesses the engagement levels of its employees by commissioning regular independent employee surveys. This important tool gives employees an opportunity to share their views confidentially and allows us to gauge how they feel about their working conditions, work-life balance, and remuneration package and benefits, among other things. We use the feedback gathered from this approach to continuously review and enhance our employment practices in order to sustain a satisfied and engaged workforce.

Development of the framework has paved the way for NPCC to adopt a more systematic approach to succession planning for key roles. This is vital to ensure the long-term stability of the organization, and that it is always managed by highly experienced and qualified managers at every level.

Close to 400 employees are involved in succession planning and NPCC has identified up to three successors in some cases. In each case, successors have been given a clearly defined plan to develop the core skills and competencies required to seamlessly move to the next level. The competency framework is fluid and will be regularly updated depending on changes to company strategy and workforce management.

PERFORMANCE ASSESSMENT AND MANAGEMENT

The starting point for training and development is to assess the needs of our employees individually. All NPCC employees have an annual performance review at the start of the year as well as a mid-year review. Appraisals cover assessment of the employee's performance, identify training needs, discuss career aspirations, and set targets for the coming year.

NPCC follows the Systematic Approach to Training (SAT) methodology which ensures that training and development is done in a planned, systematic way, and is geared towards improving a candidate's performance and maximizing their potential. The approach covers five stages from identifying needs to evaluating results.

In addition to the structured management training programs catering to Emirati employees at every stage of their career cycle (see page 72 on Emiratisation), NPCC tailors training programs to individual needs, based on the outcome of appraisals.

TRAINING & DEVELOPMENT

Continuous training and development of employees is critical for all organizations to adapt and compete in a fast-changing, technology-driven world and this is especially the case in the highly technical space in which NPCC operates. NPCC takes a holistic approach to ensuring that all employees are equipped with the knowledge and skills necessary to complete their duties to the highest standards.



COMPETENCY FRAMEWORK



NPCC introduced a new competency framework in 2020 designed to support HR-related areas such as performance management, employee development, and succession planning. The framework identifies core competencies that employees need to excel at in different levels of the organization and in different types of roles. It includes a mechanism to evaluate competencies and assess progress against objectives.

TRAINING IN 2021

The total number of training hours given to employees declined by 20% in 2021 compared to the previous year due to the contraction of the workforce as well as the uncertain business outlook. Average training hours per employee dropped by almost 30% from seven hours in 2019 to five hours in 2021. Despite the reduction, we managed to achieve our training targets for the year in 2021. For 2022, a different set of KPIs will be developed as part of the integration of NPCC with NMDC.

In 2021, all training took place online due to the pandemic as many employees continued to work remotely. Now that regular, office-based working hours have fully resumed, we expect both the number of training hours and the variety of trainings offered to return to pre-pandemic levels during 2022. However, the pandemic has accelerated a shift towards e-learning across the business world and NPCC will continue to leverage this technology for many of our employees, as appropriate.

Total Training Hours			
			TOTAL
2019	4,594	15,939	20,532
2020	4,018	10,206	14,224
2021	2,282	9,073	11,355

Training Hours per Employee			
			TOTAL
2019	28.4	5.7	6.94
2020	26.4	4.2	5.54
2021	19.0	4.3	5.12

Total Training Hours			
	Entry-Level	Mid-Level	Senior-to-Executive Level
2019	6,137	11,837	2,559
2020	5,912	7,407	906
2021	4,086	6,056	1,214

DIVERSITY & INCLUSION

GENDER BALANCE



The UAE has made tremendous progress with gender equality in recent years. The proportion of the female working age population in employment is approaching 60%, the highest level in the region. This progress has been underpinned by government policies and initiatives designed to promote SDG 5 (Gender Equality) and NPCC is fully committed to supporting these efforts. Nevertheless, women account for under 20% of the overall UAE labor force in large part because males account for around three quarters of the overall population due to the preponderance of migrant labor.

Boosting female representation is particularly challenging within the engineering and construction space. There is a global shortage of qualified engineers and this is especially the case for female engineers. The nature of our business means NPCC is operating in a sector where male employees tend to significantly outnumber females, making it difficult for NPCC to redress the gender balance throughout the company.

However, females make up more than half of recent graduate recruits, a trend we expect to continue. We have introduced flexible working hours for all female workers, a benefit that was previously only available to mothers. Female representation at NPCC remains stable at under 6% of the total workforce however this figure rises to just over 8% of mid-level positions.

NATIONAL REPRESENTATION

NPCC has a diverse, multicultural workforce comprising of more than 60 nationalities drawn from all over the world, making for an enriched working environment for all employees.

		
2019	5.5%	94.5%
2020	5.9%	94.1%
2021	5.4%	94.6%

	Total Employees by Job Category and by Gender					
	Entry-Level		Mid-Level		Senior-to-Executive Level	
	Female	Male	Female	Male	Female	Male
2019	3.81%	96.19%	7.81%	92.19%	2.48%	97.52%
2020	3.63%	96.37%	8.85%	91.15%	2.14%	97.86%
2021	3.08%	96.92%	8.34%	91.66%	1.33%	98.67%

	Total Employees by job Category and by Age Group								
	Entry-Level			Senior-to-Executive Level			Senior-to-Executive Level		
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old
2019	4.78%	69.92%	25.29%	9.48%	66.72%	23.81%	0.00%	34.16%	65.84%
2020	3.80%	71.81%	24.39%	8.18%	70.78%	21.04%	0.00%	34.76%	65.24%
2021	4.05%	70.91%	25.05%	5.53%	72.45%	22.02%	0.00%	39.33%	60.67%



HEALTH & SAFETY AT WORK

(GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, S7, S8)

As a company that routinely executes highly complex engineering and construction projects, many of our employees operate in an environment where they work with heavy equipment, hazardous materials, and high temperatures and pressures. NPCC has long since fully embedded the highest standards of health and safety practices in our workplace culture, taking every conceivable precaution to minimize health and safety risks to our workers.

NPCC’s Health, Safety & Environment (HSE) manual is the main reference point for employees when it comes to health and safety matters. This comprehensive document lays out all relevant policies and procedures and is compliant with the following certifications:

- ISO 45001:2018, which specifies requirements for an Occupational Health and Safety (OH&S) management system, including risk management and legal compliance
- ISO 14001:2015 which sets out the requirements for an Environmental Management System (EMS)
- ISO 9001:2015 which specifies standards for a Quality Management System (QMS).

NPCC’s commitment to HSE as a core value is detailed in our policy on occupational health, safety and environment. We provide dedicated awareness and training sessions to ensure that all employees and sub-contractors are familiar with this policy.

HSE MANUAL

The HSE Manual outlines NPCC’s responsibilities for achieving a safe and healthy workplace. It sets out the safety procedures which must be applied at all of the company’s work locations, onshore and offshore. It is designed to protect employees, assets, and the environment.

Principal Objectives

- Ensure that company operations are conducted in a manner that minimizes HSE risks, protects health and safety of employees and subcontractors, and safeguards and protects the environment.
- Ensure compliance with UAE and local regulations concerning health, safety and the environment. Where local laws and regulations do not exist, NPCC shall comply with internationally recognized HSE standards.
- Ensure that all personnel and subcontractors are familiar with the contents of the manual and use it as a reference document in the performance of their duties. A separate HSE handbook provides a more concise overview of the principal aspects of the manual.
- Ensure that the HSE Management System, including the HSE Policy and HSE Objectives, are continuously revised and updated in line with the latest best practices.
- Ensure HSE Management System (HSEMS) is being audited and all findings are addressed in a timely and satisfactory manner. Timely and effective action should be taken to prevent and/or correct non-conformance when identified.



HSE TRAINING

The NPCC HSE Training Procedure is a document that specifies the internal and external training requirements for specific job functions to ensure that all personnel are qualified to complete their tasks according to the required HSE standards.

Objectives

- Describes the basic steps by which HSE training needs are identified, requested, recorded, audited, and reviewed
- Defines the roles and responsibilities of the HSE Department, Line Management and other parties involved in the procedure
- Details the application of the procedure for selecting and proposing personnel for HSE training
- Ensures that all personnel are sufficiently informed and trained in dealing with the specific hazards they may be exposed to
- Ensures that HSE training programs follow internationally accepted standards and guidelines
- Ensures that training is relevant to requirements, and updated when necessary

NPCC has been awarded the following HSE accreditation from international bodies:

- OPITO accreditation for the Basic H2S Course and have obligations to follow OPITO standard requirements provided by the accreditation body
- IOSH accreditation for the IOSH Managing Safely (MS) and IOSH Working Safely (WS) Courses and have obligations to follow IOSH standard requirements provided by the accreditation body

HSE TRAINING MATRIXES

NPCC uses HSE Training Matrixes to identify specific HSE training needs for every job function within the company as well as sub-contractors and site visitors. The current internal training matrix contains over 30 different HSE courses for over 30 categories of people, including clients, and various specialist job functions, right up to management level including the CEO of NPCC. The matrixes show the course validity, course duration, and whether training is conducted in-house or by a third-party.

HSE training courses fall into one of three categories:



CRITICAL

Training must be undertaken before commencing the job



MANDATORY

Training must be taken as per the project requirement or job activity




REQUIRED

Training may be required as part of a job-specific requirement to fulfil contractual obligations

HSE PERFORMANCE

Activity gradually increased at NPCC during 2021 as the recovery from the COVID-19 pandemic continued to gather pace. In line with the renewed activity and with our commitment to constantly enhance HSE in the workplace, NPCC ramped up trainings and inspections during the year. Despite the impact of the pandemic, we achieved all of our objectives for the year.

HSE Highlights 2021

Particulars			Target (2021)	
LTIFR	2019	0.11		
	2020	0.07		
	2021	0.03	<0.26	
TRIFR	2019	0.95		
	2020	0.57		
	2021	0.82	<1.20	
No. of High-Profile Tours	2020	161		
	2021	356	>100	
No. of HSE campaigns	2020	11		
	2021	12	10	
Total no. of training hours				
	2020	77,443		
	2021	139,918	>70,000	
Particulars	2019	2020	2021	Target (2021)
No. of HSE Audits		46	49	25
No of HSE Inspections		594	1,119	N/A
No. of Environmental Inspections)		210	470	>150

High Profile Tours

Part of an initiative to enhance the safety culture of the organization, these planned worksite tours by our senior management more than doubled to 356 in 2021 compared to the previous year. The tours send a clear message to all employees that their health and safety is of the highest priority to senior management.

Training hours delivered

The total number of HSE training hours delivered also almost doubled to just under 140,000 hours in 2021 compared to 2020.

Safety Record

Both the Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR) for 2021 were well within their respective targets for the year.

Environmental Inspections

The number of environmental inspections more than doubled to 470 in 2021 from 210 in 2020



PROGRESS AGAINST CORPORATE HSE – OBJECTIVES & TARGETS 2021

NPCC's 2021 Objectives and Targets set the minimum expectations for fulfilling the company's commitment and continual improvement in HSE Performance. As per the table below, NPCC achieved all targets in 2021, with the exception of initiatives that were delayed mainly due to the pandemic.

Focus Areas & Core Objectives	Targets	Measurement / Assurance	Status
Leadership and Accountability Sustain and continually improve the acceptance of HSE as a core organizational value at all levels to support a robust HSE Management System.	<ul style="list-style-type: none"> Ensure Snr. Management Level Employees (Section Head and above) are engaged in HSE activities, endorse HSE as a core value and continuously increase Management visibility in the field to promote HSE leadership. 	Snr. Management Staff to accomplish a minimum of 100 High Profile HSE Tours, BSA or vessel visits on operational sites.	Achieved
		All Managers should conduct at least two safety tours in a year.	Achieved
		Ensure all approved actions highlighted on the HPTs, BSAs or vessel visits are tracked for actioning and closure.	Achieved
		Snr. Management participates in awarding the best HSE performers.	Achieved
		Review the HSE Policy, HSE Objectives & Targets and HSE Statistics.	Achieved
		Management to participate in Department/ Section Monthly HSE Meetings.	Achieved
		Maintain OPITO & IOSH current accreditations and obtain onsite/virtual approval.	Achieved
		Focus on HSE Observations and Trend Analysis of incidents for training improvement.	Achieved
		Ensure training programs on Environmental Awareness & compliance.	Achieved
		Complete 70,000 training man-hours.	Achieved
Competency Streamline and enhance workforce competency level through Suitable & Sufficient HSE Training Programs.	<ul style="list-style-type: none"> Streamlining of NPCC HSE Training requirements. Training focus to be based on HSE Observations and Trend Analysis. Enhance HSE training capabilities. 	Development & Optimization of in-house training courses to fulfill business needs and requirements.	Achieved
		Use of modern technology to deliver virtual/onsite sessions.	Achieved
		Conduct Comprehensive Staff Focus Survey to get feedback inputs about in-house HSE Trainings improvements.	Achieved
		Conduct (Classroom/Virtual) 6 IOSH Managing safety sessions and 6 Working safety sessions.	Achieved
		All scaffolders/riggers to attend refresher competency-based trainings.	Achieved

Communication Ensure effective communication of NPCC's HSE requirement and performance to all sections.	<ul style="list-style-type: none"> Ensure and verify HSE meetings are conducted and minutes of meeting distributed. Obtain employee perspective on HSE performance and compliance. Ensure that the HSE Performance/ Alerts are distributed to all. 	Conduct HSE Management Review Meeting minimum twice per year.	Achieved
		Section Heads to hold meetings with the supervisors 3 times a year on HSE performance.	Achieved
		Safety Alert to be prepared for all LTIs and HiPO.	Achieved
		Employees feedback on HSE Awareness/ performance.	Postponed due to Covid
		Monthly HSE performance Report.	Achieved
		Section's Monthly HSE Meeting.	Achieved
		Establish Office HSE committee.	Achieved
Safety Ensure a safe workplace by providing the right work procedures, practices, tools, and competent personnel to reduce, if not eliminate injuries in the workplace.	<ul style="list-style-type: none"> No Fatalities and No Permanent Disability. Reduce Lost Time Injury Frequency Rate (LTIFR). Reduce Total Recordable Injury Frequency Rate (TRIFR). Modernization of HSE tracking and reporting. 	ZERO fatality.	Achieved
		< 0.26 LTIFR.	Achieved
		< 1.20 TRIFR.	Achieved
		25 HSE Audits.	Achieved
		4 Process Audits.	Achieved
		Revisiting the traffic routes periodically based on yard layout.	Achieved
		Implementation of specific software application for HSE tracking, incident investigation, reporting.	Ongoing
Environment Continue to reduce the negative impact on the environment by conservation of resources, prevention of pollution/contamination and by minimizing emissions.	<ul style="list-style-type: none"> Promote resource conservation, material recycling and emission reduction and ensure adequate pollution/ contamination prevention. Enhance environmental awareness. Ensure regulatory compliance. Ensure Energy use Intensity. Reduce GHG emissions. 	Zero pollution of water environment.	Achieved
		Annual air quality monitoring.	Postponed due to Covid
		24 Spill Drills.	Achieved
		24 Noise Surveys.	Achieved
		Conduct a minimum of 150 Environmental inspections.	Achieved
		Reduce Energy Use Intensity by 2.5%.	Achieved
		Reduce GHG emissions by 2.5%.	Achieved
		Reduce water consumption at camps by 2.5%.	Achieved
		Conduct environmental awareness campaigns.	Achieved

Risk Management Risk assess all general and critical activities and document the associated hazards and controls. Reduce residual risk to ALARR.	<ul style="list-style-type: none"> Ensure Hazard Identification Process (HIP) sessions are conducted, documented and necessary mitigation measurements are implemented on all general activities. Ensure formal risk assessment sessions are conducted, documented and necessary mitigation measurements are implemented on all high-risk operations. 	All high risk (critical) operations to have clearly defined control measures implemented, communicated and understood.	Achieved
		Conduct HSE engagement survey.	Postponed due to Covid
		Review and update Risk Registers.	Achieved
		Conduct monthly camp inspections.	Achieved
		Conduct 6 HSEMS Audits.	Achieved
		Intensify HIP Coaching.	Achieved
		Implement rewarding program for best HIP sessions.	Achieved
		Establish companywide Life Saving Rules.	Postponed due to Covid
Employee HSE Awareness, Engagement & Dedication Continue to engage and involve employees in making collective decisions of improvement for the overall success of our HSE Performance.	<ul style="list-style-type: none"> Encourage and reward Safety Observation reporting (reporting of near misses, unsafe acts and unsafe conditions and safety observations). HIP improvement program in all operational areas. Encourage good HSE performance 	Each construction supervisor to submit two (2) safety observations per month.	Achieved
		Outstanding approved actions from above are 100% tracked for close out.	Achieved
		HSE Champions program for Supervisors (10 Champions per month).	Ongoing
		Ten (10) HSE Campaigns.	Achieved
		Two (2) Off job Campaigns.	Achieved
		Enhance performance rewards for HSE contributions	Achieved
		Establish Operational HSE Committee.	Achieved
		Conduct Area Safety Award program.	Achieved
		Conduct 15 HIP Assessments per week.	Achieved
Sub-Contractor HSE Management Ensure Subcontractor HSE Management is in line with Company HSEMS.	<ul style="list-style-type: none"> Key Subcontractors' HSE Management Processes will be audited 	Six (6) HSE Audits of major Subcontractors.	Only 5 major sub-contractors were utilized in 2021

Occupational Health & Wellbeing Maintain hygienic condition / environment and enhance employees' awareness of general health and wellbeing. Welfare of employees.	<ul style="list-style-type: none"> Increase general awareness and ensure employees are educated with health and wellbeing related topics to promote a healthy lifestyle and reduce occupational health related illnesses. Promote a happier and healthier lifestyle amongst employees to improve wellness and to reduce occupational health related illness. Improve employee awareness on physical health and wellbeing. Create employee awareness on Positive Mental Health and Wellness. Ensure fit to work condition for personnel performing critical activities. 	Enhance the mental wellbeing through training/assessment.	Achieved
		Conduct Four (4) Employee Welfare Audits.	Achieved
		Upgradation to ISO 45001 standards.	Achieved
		Conduct 4 'Fitness for Life' campaigns.	Achieved
		Distribute bi-monthly health advisory leaflets.	Achieved
		12 camp inspections.	Achieved
		Organize 4 Positive Mental Health & Wellness assessment surveys and awareness sessions.	Achieved
		Conduct regular health surveillance for personnel performing critical activities by specialized medical team.	Achieved

HSE AWARDS 2021

NPCC's outstanding performance on HSE was rewarded in 2021 with a number of prestigious awards from leading global organizations. NPCC is proud to have received the following:



1. ROSPA 2021 Gold Medal (8 consecutive Golds) for HSE performance.



2. British Safety Council International Safety Award 2021 with Distinction.

3. 5-Stars rating in 2021 with an audit score of 96.78% by British Safety Council for excellent commitment to Occupational Health and Safety.

4. Winner of British Safety Council prestigious Sword of Honour 2021 for the Organization's commitment to excellent health and safety management.

HSE INITIATIVES PLANNED FOR 2022

NPCC has a number of initiatives planned for 2022. These include:

Leadership and Accountability	Competency	Employee HSE Awareness, Engagement & Dedication	Occupational Health & Wellbeing
<ul style="list-style-type: none"> Senior management to continue conducting high profile tours, and to accomplish a minimum of 150 high profile tour, BSA or vessel visits on operational sites All managers to conduct at least two safety tours in a year 	<ul style="list-style-type: none"> Development and optimization of in-house training courses to fulfill business needs and requirements Use of modern technology to deliver virtual/ onsite sessions 	<ul style="list-style-type: none"> HSE Champions program for Supervisors (10 Champions per month) Implement rewarding program for best HIP sessions 	<ul style="list-style-type: none"> Enhance wellbeing through training/ awareness sessions Conduct 4 "Fitness for Life" campaigns

COVID-19 SAFETY MEASURES

NPCC took early action at the outset of the pandemic with a three-pronged focus on the principal areas of Health and Safety, Business Operations, and Supply-chain. The company established the COVID-19 Strategic Response Committee, the COVID-19 BCM Taskforce, and the COVID-19 Guideline documents.

At the time of writing, the global economy is continuing its recovery from the disruption caused by the COVID-19 pandemic, however, this varies from region to region. The emergence of a number of new variants since the pandemic began means all companies must remain vigilant and be ready to manage potential future disruption. With that in mind, we have maintained a number of measures to protect our business as well as our workforce. These included:

COVID-19 MEASURES



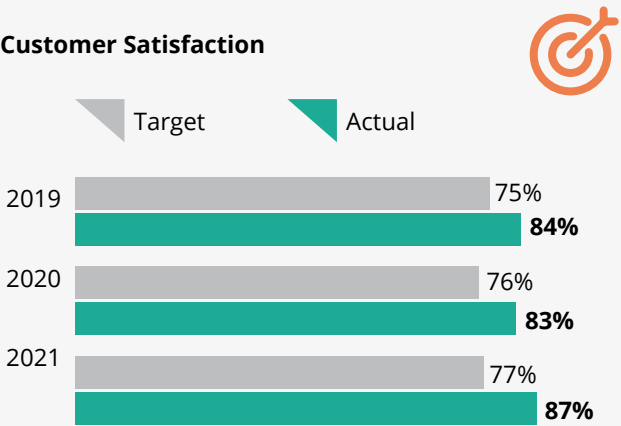
Work From Home arrangements	Dedicated Medical Center isolation room has been established	Mandatory face masks
Enhanced IT capabilities to cope with work from home requirements	Restricted trips to abroad countries	Several thermal gates have been installed
COVID19 Hotline	Imposed Self - Quarantine on suspect cases, direct positive contact and pending PCR results	Portable thermal Heat/fever detectors
Allocated outside building for suspected & positive cases	Tracking and monitoring of all suspect cases, positive cases	Buildings single access points
Restrict People above 55 and with chronic diseases to access the company	Restricted all visits to NPCC premises to negative PCR results	Daily awareness circulars
Allocated outside building to accommodate terminated employees and those undergoing long leaves	Internal catering services have been restricted	Daily inspection visit across NPCC premises to ensure compliance with introduced measures
Frequent COVID19 PCR tests	Restricted Business meetings and team gathering activities	
Regular sanitization program applied in offices, accommodation and buses	Hand sanitizers across NPCC	

OUR CUSTOMERS

As an oil and gas EPC contractor, NPCC depends on winning repeat work with a relatively small number of key clients in the core markets in which we operate. Managing and consistently delivering on customer expectations is paramount to maintaining their trust, our good reputation in the market, and our future growth prospects. We have fostered outstanding relationships with these clients over the decades.

NPCC has rigorous processes and controls in place to ensure we consistently deliver outstanding quality projects on time and on budget. Regular customer engagement is key to ensuring their satisfaction. Surveys are an invaluable tool for gathering customer feedback, which we use to review and improve our processes across all operations.

Thanks to this systematic approach, in 2021 customer satisfaction levels exceeded targets across our entire service range.



Stage	Client Satisfaction Level in 2021
Tendering Process	88%
Project Management	86%
Engineering	85%
Procurement	87%
Production	90%
Offshore Installation	89%
Pre-comissioning/Comissioning	84%
Quality Assurance/Quality Control	85%
Health, Safety & Environment	88%

OUR SUPPLIERS

(GRI 102-9, GRI 102-10, GRI 204-1, G4)

NPCC has established long-standing relationships with industry-leading vendors of the highest quality products and services. Our supplier management system ensures that we follow a rigorous selection and evaluation process based on clear technical, financial, quality, and HSE criteria.

We commission a reputable third party to produce detailed audits of all new suppliers. The resulting report provides an overview of the vendor’s financial strength and highlights any governance-related ethical issues.

Suppliers that meet our criteria are added to a database and required to sign and adhere to a suppliers’ Code of Ethics while all sub-contractors must also commit to undertake appropriate HSE training.

The sustainability of a vendor is assessed according to the following criteria:

- Ethical behavior
- Respect for workers’ rights
- Health and safety performance
- Environmental protection

EPC contracts require NPCC to adhere strictly to a client-approved list of vendors that are invited to submit proposals for each project as long as they meet the criteria for the contract. Once a project is completed NPCC conducts supplier performance evaluations and satisfaction surveys and updates its database accordingly.

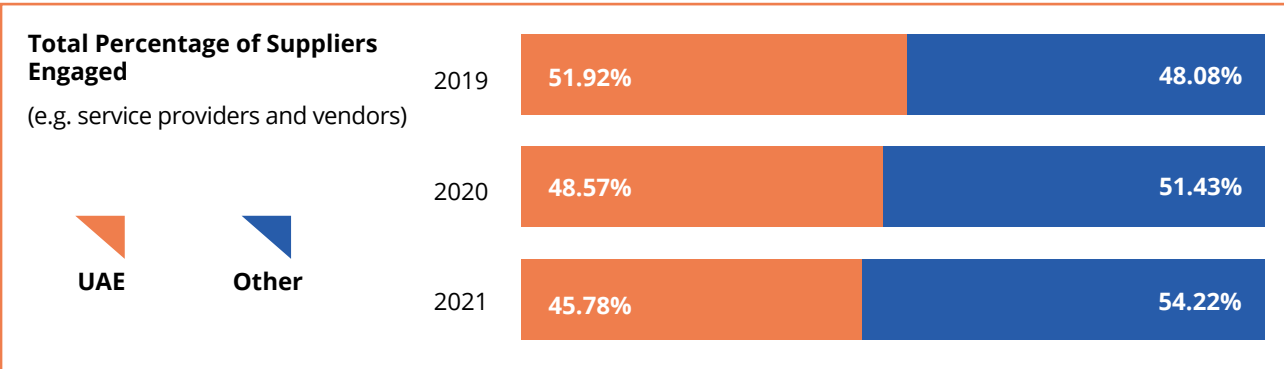
LOCAL PROCUREMENT

NPCC supports the development of the UAE economy by prioritizing local procurement whenever possible, as highlighted by the fact that we have the highest score among industry peers in the UAE’s In-Country Value program (ICV).

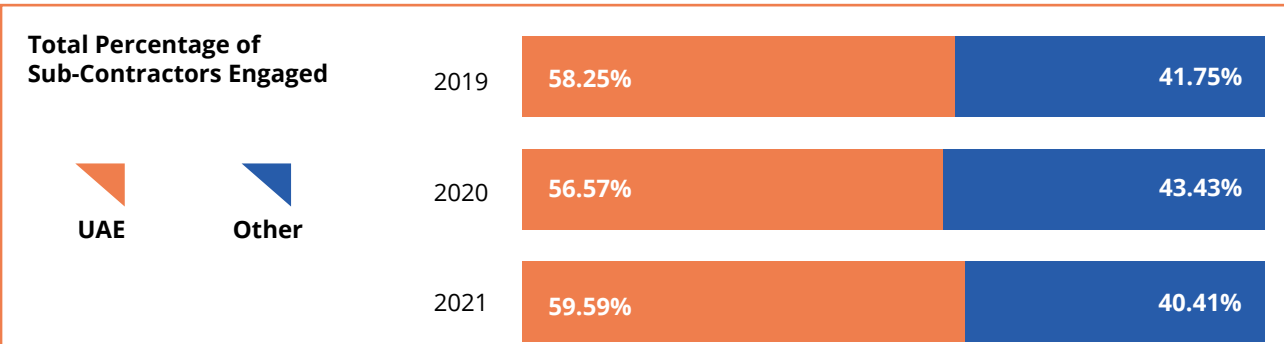
Using local vendors creates value in a number of ways, by supporting local job creation, capacity building and skills development, developing and strengthening local supply chains, and boosting government revenues in the form of taxes.

Local procurement also offers a number of benefits for NPCC, ensuring we maintain closer relationships with our suppliers, reducing delivery times and transportation costs, and reducing our footprint related to Scope 3 GHG emissions.

	Total Number of Suppliers (e.g. service providers and vendors)		Total Number of Suppliers Engaged (e.g. service providers and vendors)	
	UAE	Other	UAE	Other
2019	2777	3414	108	100
2020	2831	3463	34	36
2021	2896	3514	38	45



	Total Number of Sub-Contractors		Total Number of Sub-Contractors Engaged	
	UAE	Other	UAE	Other
2019	2172	1632	166	119
2020	2285	1702	99	76
2021	2385	1775	87	59



	Supplier Performance	Sub-Contractor Performance
2019	82.4%	77.7%
2020	73.1%	80.6%
2021		79.8%

	2019	2020	2021
Stock Sufficiency (Actual Score)	84.58%	84.08%	83.72%
Target	80%	80%	80%

SUPPORTING OUR LOCAL COMMUNITIES

(GRI 413-2, S11, S12)

In addition to the benefits NPCC brings to local communities through direct employment as well as our commitment to prioritizing local suppliers whenever possible, the company gives back to the community through a number of initiatives.

- Every year, in the spirit of the Holy Month, NPCC participates in the Meer Ramadan and Kiswat Eid initiatives in close association with Emirates Red Crescent, distributing food and making charitable donations to families in need.
- The UAE is one of the world's largest donors of development, humanitarian and charitable aid, helping to alleviate poverty and suffering in line with the values of the late H.H. Sheikh Zayed bin Sultan Al Nahyan, founding father of the UAE, and the country's support for the Sustainable Development Goals (SDGs). To support these efforts, in March 2021, NPCC made a significant donation of medical equipment and supplies to Emirates Humanitarian City in Abu Dhabi.
- In addition, as part of our social responsibility, NPCC carried out several environmentally focused initiatives that benefitted communities in areas of the Kingdom of Saudi Arabia that the company operates in.

These included:

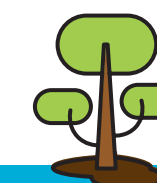
Planting of over



10,000

native trees in Manifa and Safania

Planting of



5,000

mangroves in Manifa shoreline



BEACH CLEAN-UP

campaign conducted in Safania

EMIRATIZATION

As a homegrown company and national champion with an overseas footprint, it is important that NPCC contributes to the development of Emirati society as well as its economy.

The process of Emiratization, providing UAE nationals with opportunities for career development and progression within the private sector, plays a vital role in building local capabilities and thus contributing to society as a whole. This approach is in line with the UAE Government's priority to boost the participation of UAE nationals in the private sector to 10% of skilled workers by 2026.

In 2021, Emiratis made up 12.3% of NPCC's total workforce, up from 10.9% in 2019. Women account for almost a third of the UAE nationals working at NPCC with three quarters of those working at the mid-level.

Each year, NPCC sets a target for the intake of Emirati employees, from fresh graduates to senior hires. No target was set for 2021 due to the pandemic induced downturn and the uncertain outlook for the oil and gas industry and the global economy. However, with prospects looking much brighter, NPCC aims to onboard 30 UAE nationals in 2022.

Competition for Emirati talent is stiff and we ensure we offer competitive packages to attract the very best prospects to join us. We maintain close relationships with local universities, have partnerships with agencies such as Nafees and the Human Resource Authority, and offer internships for Emirati youth. In 2021, 44 students completed an internship at NPCC.

Recruitment is just the first step towards building and maintaining a strong Emirati workforce. To ensure we retain the best workers we provide them with continuous learning & development (L&D) and opportunities for long-term career progression so that they can achieve their potential. NPCC has developed a series of structured programs aimed at supporting Emirati career development for graduates, mid-level hires, and senior management.



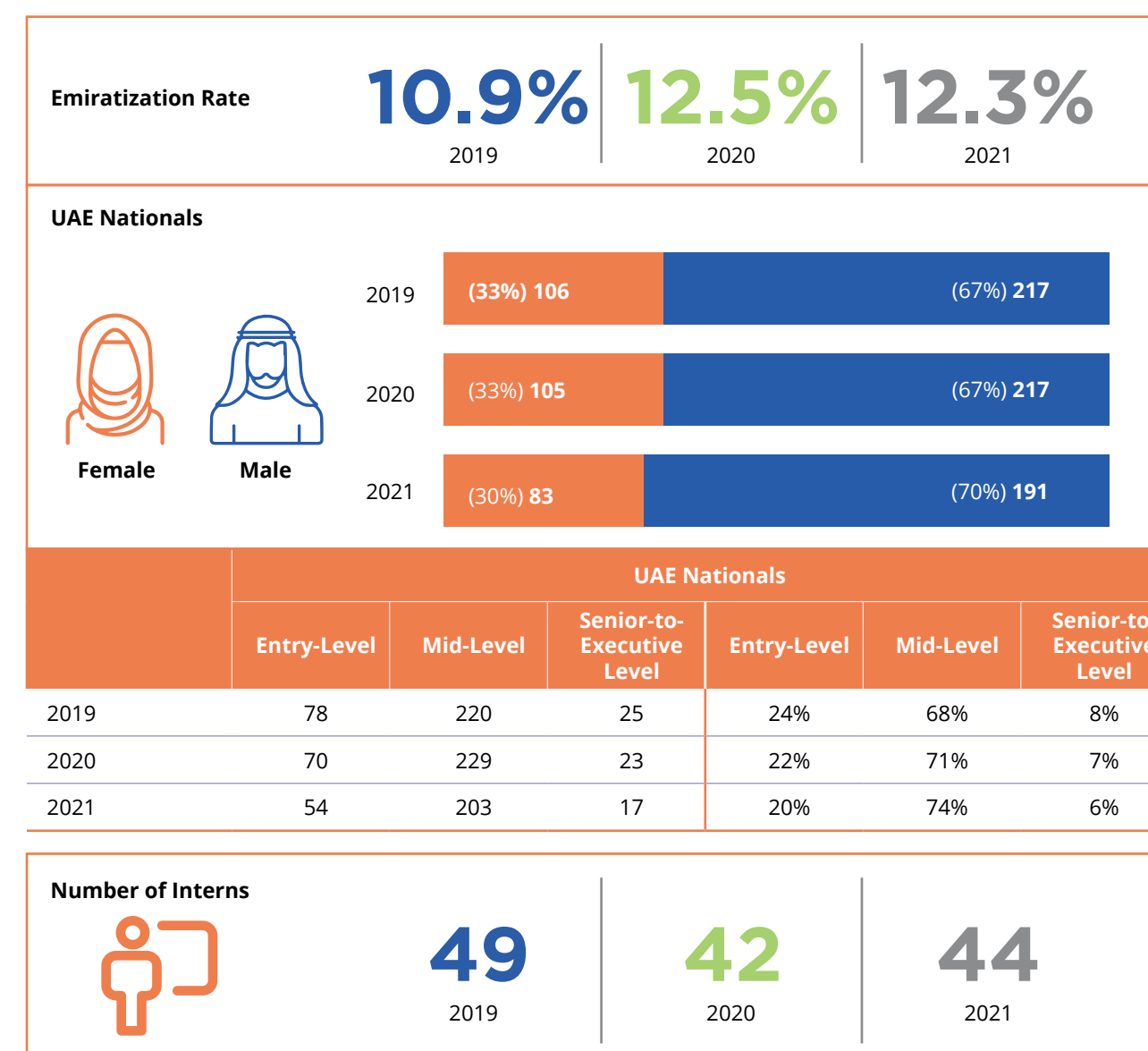
These programs include:

Tamkeen: This one-year graduate training program provides mentoring for young Emiratis taking their first steps on the career ladder. Monitored by a committee, it teaches basic skills and offers a clear pathway for further progression at NPCC. Candidates are assessed every six months to ensure that they are on track and ready to take their next step.

Tatweer: A one-year management program aimed at providing mid-level Emiratis with 3 – 5 years of experience with the crucial managerial skills in preparation for taking on more senior management roles. In 2021, 27 candidates were enrolled in the Tatweer program.

Qiyada: Developed in co-ordination with Harvard Business School, this succession planning program is aimed at equipping experienced managers with the skillset needed to take on leadership roles within NPCC. In 2021, 51 candidates were enrolled in the Qiyada program.

Riyada: This leadership vision program is aimed at supporting the CEO and other C-suite executives to become community leaders who contribute to Abu Dhabi's 2030 Vision.



07

LEADING ON GOVERNANCE

NPCC's corporate governance system is designed to protect the interests of all stakeholders by ensuring rigorous oversight of critical business functions and processes within the organization.

This means enforcing strict adherence to the rules, practices, and mechanisms that govern ethical business conduct, compliance with all applicable laws and regulations, and sound risk management practices.

GOVERNANCE STRUCTURE AND COMMITTEES

(GRI 102-18, GRI 102-19, GRI 102-20, GRI 102-21, GRI 102-22, GRI 102-23, GRI 102-24, GRI 102-25, GRI 102-26, GRI 102-27, GRI 102-28, GRI 102-29, GRI 102-32, GRI 205-2, G1, G2, G3, G5, S1)

BOARD OF DIRECTORS

As part of the integration into NMDC Group, NPCC's governance now falls under the Board of Directors of the expanded entity. The NMDC Group Board was consolidated to seven members in 2021 from nine previously. It comprises three members, including the Chairman, from the previous board, as well as four new members. All Board members are non-executive and have extensive experience in leading successful organizations.

In addition to setting the strategic direction of the company, NPCC's Board of Directors is responsible for overseeing the formation of all necessary committees, policies, and procedures required for ensuring effective internal controls. In line with international best practices around corporate governance, NPCC prioritizes transparency and accountability as key principles in the delivery of effective oversight.



MEMBERS OF THE BOARD OF DIRECTORS



MR. MOHAMED THANI MURSHID AL RUMAITHI

CHAIRMAN



**MR. HAMAD SALEM
MOHAMMED AL AMRI**

VICE CHAIRMAN



**MR. ABDUL GHAFFAR ABDUL
KHALEQ AL KHOURI**

BOARD MEMBER



**MR. MOHAMED AHMED
BANDOUQ AL QAMZI**

BOARD MEMBER



**MR. MOHAMED IBRAHIM
AL HAMMADI**

BOARD MEMBER



**MR. YASER SAEED AL
MAZROUEI**

BOARD MEMBER



**MR. AHMED AMER
OMAR SALEH OMAR**

BOARD MEMBER



ENG. YASSER ZAGHLOUL

GROUP CHIEF EXECUTIVE OFFICER

COMMITTEES

The formation of a comprehensive list of dedicated Board and Management committees provides the foundation for our corporate governance framework. They support the Board to fulfill its duties in critical business areas and ensure the overall smooth running of the organization.

1. BOARD COMMITTEES

Audit Committee

The role of the Committee is to review the Company's financial and accounting policies and procedures, monitor integrity of the Company's reports and financial information, implement policies for the selection of Company auditor and provide recommendation to the Board, review and assess internal control and risk management systems, set up rules to enable confidentially reporting of violations, and ensure implementation of code of conduct.

Nomination & Remuneration Committee

The role of the Committee is to set up a policy and its regulation regarding nomination for the Board and executive management membership, the basis on which bonuses, privileges, incentives, and salaries shall be granted to the Board members and employees, and other related human resources policy.

Strategy Committee

The role of the Strategy Committee is to advise and support the Board and executive management teams on matters related to business strategy, planning, managing budgets, large scale capital investments and operational expenditures, business expansion, and acquisitions, among others.

Further details of the above committees can be found on pages 122-125 of NMDC's 2021 Integrated Report (P22-25 of NMDC's Corporate Governance Report 2021).

2. MANAGEMENT COMMITTEES

Strategy & Sustainability Committee

The primary objective of the Strategy & Sustainability committee is to review, approve and synchronize the short- and long-term strategies, business plans and special projects, including investments, M&A and divestiture opportunities. In addition, the committee will review, refine, and endorse the following business areas: Business Performance, Sustainability, and Innovation & Knowledge Management.

Business Continuity & Risk Management Committee

This committee drives and enforces the implementation of the Business Continuity Management Programme across the Group and oversees its related policies, procedures, and strategic initiatives. The committee is also responsible for overseeing the Enterprise Risk Management policies and processes to ensure effectiveness and compliance.

Human Resources Executive Committee

This committee is responsible for reviewing and approving all Human Resource and talent management related recommendations and initiatives.

Technology Transformation Committee

As part of the Group's strategic initiative to further embed digitalization and technology in its operational processes and growth plan, this committee oversees the implementation of all strategic IT plans.

CSR Committee

The CSR committee oversees the implementation of the Group's CSR framework while also shaping the company's CSR activities and approving budgets.

Ethics and Compliance Committee

The ethics and compliance officer reports to this committee which is responsible for overseeing all matters pertaining to the prevention and detection of fraud as well as ensuring the necessary response measures are in place.

Follow up and Supervision Committee

This committee looks after the register of insiders, including monitoring, following up, supervising, and managing the dealings of all insiders. In addition, the committee registers insider dealings and ownership and reports to ADX regularly on all such matters.



EXECUTIVE MANAGEMENT TEAM

The Executive Management Team (EMT) is responsible for the operational performance of the company, ensuring that day-to-day management is aligned with the overall long-term strategy of the organization, and the delivery of strategic objectives.

Featuring 12 representatives drawn from all major departments within NPCC, the EMT oversees governance and decision-making on economic, environmental and social matters and is charged with responding effectively to business challenges and opportunities as and when they arise.

The EMT meets on a monthly basis. Meetings should be attended by a minimum of five members, including the Chairman.

Executive Management Team:



ENG. AHMED AL DHAHERI
CHAIRMAN



MR. MAJED ABU SHAKER
SENIOR VICE PRESIDENT -
OPERATIONS, MEMBER



MR. OUSAMA TAKIEDDIN
SENIOR VICE PRESIDENT -
ENGINEERING, MEMBER



MR. MOHAMAD BISHTAWI
VICE PRESIDENT -
PROJECTS CONTROL



MR. SERHAT KHAN
INTERNAL AUDIT DIRECTOR,
MEMBER



MR. SHAFFIQUE AL DHIYEBI
SENIOR VICE PRESIDENT -
PROJECTS, MEMBER



MR. HANNA DAHDAH
SENIOR VICE PRESIDENT -
COMMERCIAL, MEMBER



MR. NASSER AL-DEENI
VICE PRESIDENT -
HSE & QUALITY,
MEMBER



MR. NADER METTAWA
GENERAL COUNSEL,
MEMBER



MR. MUBARAK AL BLOOSHI
OFFICE MANAGER,
SECRETARY

INTERNAL CONTROL SYSTEM

(GRI 102-11, GRI 102-15, GRI 102-17, GRI 102-30, GRI 102-33, GRI 102-34, GRI 205-1, GRI 205-2, GRI 205-3, GRI 206-1, GRI 406-1, G5, G6, S9, S10)

Internal control systems exist to ensure that best practices are being adhered to at all times by the Board of Directors, Executive Management Teams, and all employees. Ultimately the aim is to mitigate any potential business risks, such as those that might arise through human error, fraud, or regulatory matters, among others, and to protect all stakeholders.

The internal control system comprises a combination of risk identification, evaluation and monitoring processes, appropriate decision and oversight forums, assurance and control functions such as External Audit, Internal Audit, Ethics & Compliance, and Quality, Health, Safety and Environment (QHSE) function.

NPCC's internal control system is regularly revised and updated, including through independent external auditors, to ensure that it remains robust and well prepared to manage any unforeseen challenges that may emerge.

The Board of Directors is responsible for the internal control system and ensuring its effectiveness. During 2021, the company did not report any major breaches of its internal controls system.

RISK MANAGEMENT AND BUSINESS CONTINUITY

Risk management is essential to ensure business sustainability and continuity amid a rise in global risks. Best practices dictate that businesses should have robust processes and procedures in place to assess potential risks and ensure adequate mitigation and response when incidents occur that threaten business continuity.

Risk management is practiced and applied at all levels of the Group through a centralized Enterprise Risk Management (ERM) system that embeds risk management in the culture of the organization.

The Business Continuity Management (BCM) team falls under Enterprise Risk Management (ERM) which reports to the Executive Office. The team manages two sub-functions of ERM: Corporate Risk Management and Business Continuity. NPCC's Business Continuity follows the NCEMA 7000 standard (National Standard For Business Continuity Management System (Specifications) AE/SCNS/NCEMA 7000:2021).

The BCM team defines the roles and responsibilities for the oversight of various policies and procedures, and assigns the resources required to manage the BCM system. It conducts business impact analysis, risk assessments, develops business continuity plans, crisis management plans, and communication management plans. Business continuity plans are constantly reviewed to ensure they are up-to-date and capable of responding in case of crisis.

The BCM Team is comprised of three parts:

BCM STEERING COMMITTEE (BCMSC)

The Steering Committee oversees the NPCC Business Management Continuity Plan and focuses on the advancement, operationalization and maintenance of the plan.

BCM TASKFORCE

The Taskforce is responsible for oversight of all BCM activity and is tasked with guiding and assisting the BCM Manager to carry out and implement these activities.

BCM CHAMPIONS

NPCC has introduced BCM Champions to assist, co-ordinate and fulfil all BCM duties. They are a key resource and asset for the operation of all business units.

Risk identification, response, and recovery

The BCM identifies the various events, risks or threats that could potentially lead to a disruption of NPCC’s business activities. These range from the emergence of infectious disease, to communication failures, major workplace accidents, systems failure, and weather-related incidents, among others.

Each business function has its own business continuity plan, and these plans should be activated or invoked by the head of the respective business unit in the event of a disruption. If a situation arises that disrupts multiple functions or business critical activities, the BCM Taskforce should be notified so it can mobilize the necessary resources to manage the situation adequately. If the situation is beyond the BCM Taskforce’s ability to control, then it should be escalated to the BCM Steering Committee.

Responding to disruption of critical business activities starts by recovering the key enablers of each critical process. These are: buildings, human capital, critical third parties, vital records, and critical technology applications and systems.

ETHICS AND COMPLIANCE

The Ethics and Compliance Office, which falls under the Group’s Internal Audit and Compliance Department, enforces compliance by the Group and its employees with applicable legal and regulatory requirements as well as internal policies and procedures, and contractual commitments to third parties.

The Group has policies and procedures on Fraud Control, Whistle Blowing and Investigation that provide employees an opportunity to report breaches of compliance they witness within the organization. In addition, the company has a Code of Business Conduct which is being updated and will be released in 2022. All the policies have been updated and are currently being reviewed by the Internal Audit and Compliance team, an independent department responsible for evaluating and improving the effectiveness of internal control, risk management, and governance processes. Regular awareness sessions ensure that all employees are well informed of these policies.

During 2021, the company did not receive any fines or sanctions for non-compliance with rules, laws and/or regulations. The company also didn’t face any legal action regarding anti-competitive behavior and violations of anti-trust and monopoly legislation.

QUALITY, HEALTH, SAFETY AND ENVIRONMENT

Given the nature of the Group’s operations, the Group places huge emphasis on managing all risks related to Quality, Health, Safety and Environment (QHSE). These risks have grown since the COVID-19 pandemic and its impact on our business as a result of the slowdown in the global economy as well as the direct threat to the safety and wellbeing of our employees. This is an additional challenge to be managed. Further details of our approach to QHSE can be found on page 58 of this report.

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GRI INDEX

(GRI 102-56)

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102-2	Activities, brands, products, and services		12, 13	
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102-4	Location of operations		15	
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102-14	Statement from senior decision-maker		6	
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102-33	Communicating critical concerns		80, 81	
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102-35	Remuneration policies	G3: Incentivized Pay		Confidentiality constraints
102-36	Process for determining remuneration			Confidentiality constraints
102-37	Stakeholders' involvement in remuneration			Confidentiality constraints
102-38	Annual total compensation ratio	S1: CEO Pay Ratio		Confidentiality constraints
102-39	Percentage increase in annual total compensation ratio			Confidentiality constraints
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102-40	List of stakeholder groups		24-25	
102-41	Collective bargaining agreements			Not applicable for companies operating in UAE
102-42	Identifying and selecting stakeholders		24-25	
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102-53	Contact point for questions regarding the report		5	
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103-2	The management approach and its components		24-29, 31-34, 35-47, 49-57	
103-3	Evaluation of the management approach		24-29, 31-34, 35-47, 49-57	
GRI 201 Topic Specific				
201-1	Direct economic value generated and distributed		24, 31-32	
201-2	Financial implications and other risks and opportunities due to climate change		31-34, 35-47	
201-3	Defined benefit plan obligations and other retirement plans		52	
201-4	Financial assistance received from government			None

GRI 202: Market Presence 2016			
GRI 103 Management Approach			
103-1	Explanation of the material topic and its boundary		24-29, 49-57
103-2	The management approach and its components		24-29, 49-57
103-3	Evaluation of the management approach		24-29, 49-57
GRI 202 Topic Specific			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		Confidentiality constraints
202-2	Proportion of senior management hired from the local community	S11: Nationalisation	72-73
GRI 203: Indirect Economic Impacts 2016			
GRI 103 Management Approach			
103-1	Explanation of the material topic and its boundary		24-29, 31-34, 35-47
103-2	The management approach and its components		24-29, 31-34, 35-47
103-3	Evaluation of the management approach		24-29, 31-34, 35-47
GRI 203 Topic Specific			
203-1	Infrastructure investments and services supported		Information Not Available
203-2	Significant indirect economic impacts		31-34, 35-47
GRI 204: Procurement Practices 2016			
GRI 103 Management Approach			
103-1	Explanation of the material topic and its boundary		24-29, 68-69
103-2	The management approach and its components		24-29, 68-69
103-3	Evaluation of the management approach		24-29, 68-69
GRI 204 Topic Specific			
204-1	Proportion of spending on local suppliers	G4: Supplier Code of Conduct	68-69
GRI 205: Anti-Corruption 2016			
GRI 103 Management Approach			
103-1	Explanation of the material topic and its boundary		24, 80-81, 75-79 Practice still under development

103-2	The management approach and its components		24, 80-81, 75-79	Practice still under development
103-3	Evaluation of the management approach		24, 80-81, 75-79	Practice still under development
GRI 205 Topic Specific				
205-1	Operations assessed for risks related to corruption		80, 81	Practice still under development
205-2	Communication and training about anti-corruption policies and procedures		80-81, 75-79	Practice still under development
205-3	Confirmed incidents of corruption and actions taken	G5: Ethics & Prevention of Corruption	80-81	Practice still under development
GRI 206: Anti-Competitive behavior 2016				
GRI 103 Management Approach				
103-1	Explanation of the material topic and its boundary		24-29, 80-81	
103-2	The management approach and its components		24-29, 80-81	
103-3	Evaluation of the management approach		24-29, 80-81	
GRI 206 Topic Specific				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		80-81	
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GRI 301: Materials 2016				
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103-2	The management approach and its components		24-29, 45-46	
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GRI 301 Topic Specific				
301-1	Materials used by weight or volume		45-46	
301-2	Recycled input materials used		45-46	
301-3	Reclaimed products and their packaging materials		45-46	

GRI 302: Energy 2016

GRI 103 Management Approach

103-1	Explanation of the material topic and its boundary		24-29, 40-41
103-2	The management approach and its components	E7: Environmental Operations E8: Environmental Oversight	24-29, 40-41
103-3	Evaluation of the management approach	E9: Environmental Oversight	24-29, 40-41

GRI 302 Topic Specific

302-1	Energy consumption within the organization	E3: Energy Usage E5: Energy Mix	40-41
302-2	Energy consumption outside of the organization		Information Not Available
302-3	Energy intensity	E4: Energy Intensity	40-41
302-4	Reduction of energy consumption		40-41
302-5	Reductions in energy requirements of products and services		Information Not Available

GRI 303: Water and Effluents 2018

GRI 103 Management Approach

103-1	Explanation of the material topic and its boundary		24-29, 47
103-2	The management approach and its components		24-29, 47
103-3	Evaluation of the management approach		24-29, 47
303-1	Interactions with water as a shared resource		24-29, 47
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GRI 303 Topic Specific

303-3	Water withdrawal		Information Not Available
303-4	Water Discharge		Information Not Available
303-5	Water Consumption	E6: Water Usage	47

GRI 305: Emissions 2016

GRI 103 Management Approach

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103-2	The management approach and its components	E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight	24-29, 44
103-3	Evaluation of the management approach		24-29, 44

GRI 305 Topic Specific				
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305-2	Energy indirect (Scope 2) GHG emissions		44	
305-3	Other indirect (Scope 3) GHG emissions		44	
305-4	GHG emissions intensity	E2: Emissions Intensity	44	
305-5	Reduction of GHG emissions	E10: Climate Risk Mitigation	44	
305-6	Emissions of ozone-depleting substances (ODS)		44	Information Not Available
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions			Information Not Available
GRI 306: Waste 2020				
GRI 103 Management Approach				
103-1	Explanation of the material topic and its boundary		24-29, 45-46	
103-2	The management approach and its components	E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight	24-29, 45-46	
103-3	Evaluation of the management approach		24-29, 45-46	
306-1	Waste generation and significant waste-related impacts		24-29, 45-46	
306-2	Management of significant waste-related impacts		24-29, 45-46	
GRI 306 Topic Specific				
306-3	Waste generated		45-46	
306-4	Waste diverted from disposal		45-46	
306-5	Waste directed to disposal			Information Not Available
GRI 307: Environmental Compliance				
GRI 103 Management Approach				
103-1	Explanation of the material topic and its boundary		24-29, 35-47	
103-2	The management approach and its components		24-29, 35-47	
103-3	Evaluation of the management approach		24-29, 35-47	
GRI 307 Topic Specific				
307-1	Non-compliance with environmental laws and regulations			None

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GRI 401: Employment 2016

GRI 103 Management Approach

103-1	Explanation of the material topic and its boundary	24-29, 49-55
103-2	The management approach and its components	24-29, 49-55
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401-2	Benefits provided to full-time employees that are not provided to part-time employees		52
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GRI 402: Labour/Management Relations 2016

GRI 103 Management Approach

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GRI 103 Management Approach

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403-8	Workers covered by an occupational health and safety management system	S8: Global Health & Safety	58-61
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403-10	Work-related ill health		Information Not Available
GRI 404: Training & Education 2016			
GRI 103 Management Approach			
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103-2	The management approach and its components		24-29, 55-58
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GRI 404 Topic Specific			
404-1	Average hours of training per year per employee		56
404-2	Programs for upgrading employee skills and transition assistance programs		55-56
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405-2	Ratio of basic salary and remuneration of women to men	S2: Gender Pay Ratio	57-58
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413-2	Operations with significant actual and potential negative impacts on local communities		Information Not Available
GRI 414: Supplier Social Assessment 2016			
GRI 103 Management Approach			
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103-3	Evaluation of the management approach		24-29, 68-69
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414-2	Negative social impacts in the supply chain and actions taken		Information Not Available