



# SUSTAINABILITY REPORT 2020



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



His Highness  
**Sheikh Hamad Bin Khalifa Al-Thani**  
Father Amir

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## Chairman's Message

While 2020 has been a year of surprises, and unprecedented circumstances, it has nevertheless, been one of notable achievements for QAFCO. What distinguishes exceptional organisations from others is their response to adversity, and QAFCO has proven itself a company we can all be proud of.

This past year marks a significant benchmark in QAFCO's history and sets QAFCO on a new path following Industries Qatar's (IQ) acquisition of the final 25% stake in QAFCO owned previously by Qatar Petroleum - bringing it under 100% IQ ownership. Under this new structure, we expect QAFCO will perform stronger than before, by enhancing its proven-track record of operational excellence, market positioning, and cost-efficiency that is spurred by synergistic opportunities.

Furthermore, reaffirming its commitment to R&D in the field of agriculture, QAFCO continued to build value-driven partnerships with Qatari organisations last year which included Hassad Foods and Agrico, to develop high tech agricultural solutions. QAFCO's support towards the realisation of a knowledge-based economy, evident through partnerships with Qatar University and College of North-Atlantic in Qatar, demonstrated progress which was marked by initiatives such as the announcement of the 'QAFCO Research and Development Grant' (QRDG). QAFCO's efforts are reinforced by its relentless efforts to contribute to the development of Qatar's food security programme in line with national ambitions towards achieving self-sufficiency as enshrined in the Qatar National Vision 2030.

QAFCO's business ethos is underpinned by the fundamental principles outlined in the Qatar National Vision 2030 in terms of sustainable development and environmentally friendly practices which continue to guide QAFCO towards success. As an international leader in the agri-nutrients industry, QAFCO maintains its engagement with internal and external stakeholders including customers, suppliers, and communities, with ambitions to ethically growing its business.

Further to this and looking at the enormous potential of the global Urea market, QAFCO is determined to strengthen its position as one of the key market players. The aim, to secure its leadership position in a profitable manner that adapts to changing market needs and in high regard to environmental responsibility.

In all our endeavours, I convey my appreciation to HH the Emir, Sheikh Tamim Bin Hamad Al-Thani, for his visionary leadership which continues to inspire QAFCO's position as a globally recognised brand. I am also grateful for the support we receive from the Minister of State for Energy Affairs, HE Saad Sherida Al-Kaabi. Moreover, I am thankful for the continuous support of the QAFCO board and the QAFCO management and staff.

**Mohamed Salem Al-Marri**  
Chairman



## Managing Director & Chief Executive Officer's Message

The year 2020 was one of unexpected circumstances. Yet, in spite of the unprecedented challenges, QAFCO recorded several new milestones in the past year, demonstrating its continued commitment to excellence, and adding momentum to QAFCO's drive towards the realisation of its 2030 Vision to be the World's Leading Urea Producer.

With a vision to transform Qatar into a developed country by 2030 guided by sustainable development, QAFCO remains committed to a strategy that leverages safety, environmentally friendly practice, optimisation of current assets, and efficiency improvements to generate operational excellence, growth and diversification.

At the core of QAFCO operations, is a focus on environmentally responsible, sustainable, and safe methods of production, all of which have proven immensely effective. The Total Recordable Incident Rate (TRIR) in 2020 records an impressively low score of 0.45 demonstrating the impact of robust safety policies and procedures, and QAFCO's commitment towards the safety of its people.

In 2020, QAFCO reached a new milestone by achieving unprecedented production levels of 3.8 million MT of ammonia and 5.8 million MT of urea. A new record was also made when QAFCO achieved a historical feat of loading 33,830 MT bagged urea.

Moving past 50 years of production, only greater opportunity lies ahead. The global Urea market signals tangible growth in the coming years, and in it, QAFCO enjoys a prominent position as one of the largest urea and ammonia producers in the market. The worldwide demand for urea continues to grow every year and with it, QAFCO's aspirations to forge value-driven and sustainable methods that take further along, its' vision of becoming the world's leading Urea producer.

In conclusion, I would like to express our sincere gratitude to HH Sheikh Tamim Bin Hamad Al-Thani, the Amir of the State of Qatar for his inspiring leadership, and HE Saad Sherida Al-Kaabi, the Minister of State for Energy Affairs, for his guidance. I would also like to thank the QAFCO stakeholders and Board of Directors for their continuous support in QAFCO's progress and development. Finally, I would like to thank our management and employees for their unwavering support and commitment to the success of QAFCO.

**Abdulahman M. Al-Suwaidi**  
Managing Director & Chief Executive Officer



## Corporate Policy

Qatar Fertiliser Company (QAFCO, the Company) is a world-scale ammonia and urea company supporting the national aspirations of the State of Qatar by embracing the principles of the Qatar National Vision 2030 and adding value to Qatar's natural resources.

QAFCO seeks to create and protect shareholder value in the long term through the profitable manufacture and sale of urea, ammonia and related products as one of the leading companies in the industry.

The Company recognises that its commercial success depends on the skills and competencies of all of its employees. QAFCO endeavours to attract and retain a high calibre, diverse workforce, with a special emphasis on developing Qatari Nationals. The Company is committed to creating and maintaining a positive, safe working environment as well as promoting the development and utilising the skills of its employees.

QAFCO seeks to operate as a prudent and responsible corporate stakeholder, committed to continuous improvement with proper regard to health, safety, security and the environment. The Company is committed to maintaining high standards of business ethics and complies with all applicable laws and regulatory requirements.

The Company is committed to achieving high levels of customer satisfaction through the reliable supply of high-quality products in an environmentally responsible and sustainable manner, coupled with first-class product support.



## Mission, Vision and Values



### Mission

We shall operate our assets safely, efficiently and in an environmentally responsible manner to produce high-quality Ammonia and Urea.



### Vision

Be the world's leading Urea producer by 2030, Driving towards a greener earth.





## About Us

QAFCO's inception in 1969 as a joint venture company to produce chemical fertilisers was the first and significant step in Qatar's industrial diversification program to utilise its abundant natural resources. Since then, QAFCO has steered its way successfully, responding to the world market demand for fertiliser and living up to the expectations of its shareholders.

As of December 2020, the Company is owned 100% by Industries Qatar. IQ is a listed Company, and the majority of its shares are owned by Qatar Petroleum (QP).

QAFCO inaugurated its first plant in 1973 with a design capacity of 900 tonnes of Ammonia and 1000 tonnes of urea daily. Presently, QAFCO complex comprises six completely integrated trains; QAFCO-1 (1973), QAFCO-2 (1979), QAFCO-3 (1997), QAFCO-4 (2004), QAFCO-5 (2011), QAFCO-6 (2012). Each train is made up of two plants, one for the production of ammonia, and the other for urea.

QAFCO has developed steadily, over the years, in terms of nameplate capacity, production quantities, quality and competitiveness of products to become one of the main exporters of urea in the world. Today, Qatar is the 4th largest urea producer in the world with an export market, through Muntajat, extending to more than 35 countries.

QAFCO, as well as boosting its urea production, developed into new product areas and joint ventures by establishing urea formaldehyde and melamine downstream subsidiaries.



## QAFCO Downstream

### Gulf Formaldehyde Company

Gulf Formaldehyde Company Q.S.C. was incorporated on 3rd March 2003 as a private shareholding company. The shareholders are Qatari companies in the State of Qatar. The company is engaged in the production and sale of Urea Formaldehyde Concentrate (UFC). The Shareholders and their shareholding interests in the company are as follows:

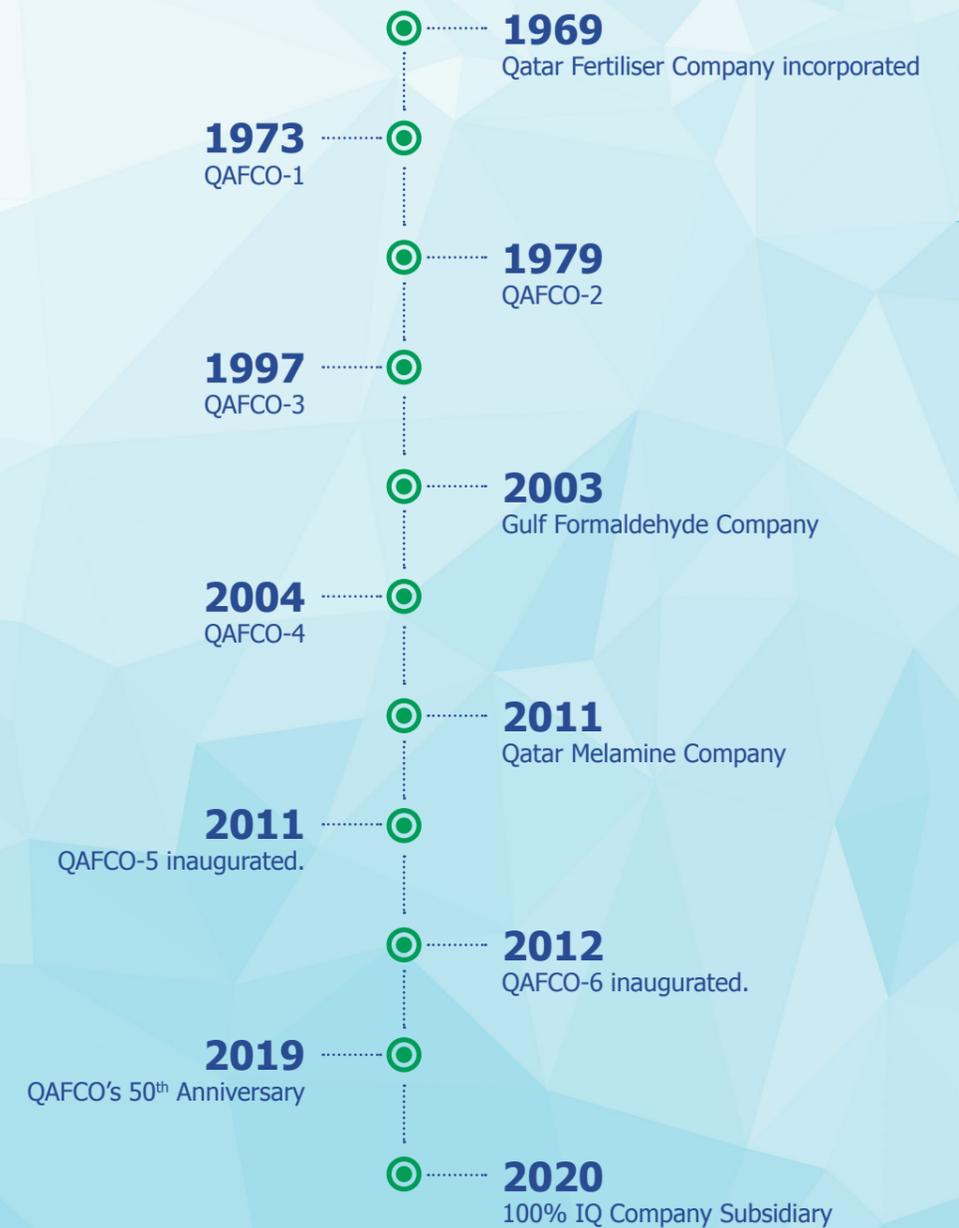


### Qatar Melamine Company

Qatar Melamine Company was incorporated in 2011 to produce melamine. The plant was inaugurated in 2010. Qatar Melamine Company is owned 100% by QAFCO.



## Milestones in QAFCO History





## Our Products

### Ammonia

Ammonia is a chemical compound made from nitrogen and hydrogen. In QAFCO, it is produced using natural gas as the primary feedstock. The other feeds required are steam and air. These feed materials undergo a series of reactions in the ammonia plant to produce gaseous ammonia. High pressure converts the gaseous ammonia to liquid ammonia. The liquid ammonia is then stored at a temperature of minus 33 degrees centigrade in a specially refrigerated ammonia storage tank.

### Urea – Prilled and Granular

Urea is a solid compound with 46% Nitrogen which is commonly used as fertiliser. It is produced by the reaction of Ammonia and Carbon Dioxide (CO<sub>2</sub>) under high pressure. The liquid urea thus produced is turned into a solid fertiliser as prilled or granular.

### Urea Formaldehyde Condensate

Urea Formaldehyde Condensate (UFC-85) is a viscous liquid with 60% formaldehyde, 25% urea and 15% water. The formaldehyde is produced by the reaction of methanol with air. This is then dipped in urea solution to form UFC-85. UFC-85 is a urea additive, used as an anti-caking agent for the urea.

### Melamine

Melamine (C<sub>3</sub>H<sub>6</sub>N<sub>6</sub>) is a product in the form of white powder used for the production of a broad range of synthetic resins. It is obtained by the thermal decomposition of urea in a liquid phase reaction. The urea for melamine synthesis is supplied by the revamped QAFCO Urea-1 plant.

Melamine is used in the synthesis of melamine-formaldehyde (MF) and melamine urea-formaldehyde (MUF) resins, which are used mainly for laminates, wood adhesives, surface coating, paper, textile treatment and moulding compounds.



## Aqueous Ammonia

Aqueous ammonia is a solution composed of 19% ammonia produced by the absorption of gaseous ammonia in demineralised water. It is used as an absorbing agent for Nitrogen Oxides produced on the utilisation and burning of gas in power generators and industrial plants. The aqueous ammonia facility was established in QAFCO premises in 2009 with an annual production capacity of 60,000 tonnes. The aqueous ammonia solution is used for NO<sub>x</sub> reduction at QAFCO.





 **QAFCO**  
Board of Directors



**Mohamed Salem Al-Marri**  
Chairman



**Ahmad Helal Al-Mohannadi**  
Vice Chairman



**Faisal Al-Kuwari**  
Board Member



**Soud Al-Ruwaili**  
Board Member



**Abdulrahman M. Al Suwaidi**  
MD & CEO, Board Member



**Mohammed Jaber Al-Sulaiti**  
Board Member



**Khalid M Al Hitmi**  
Board Member



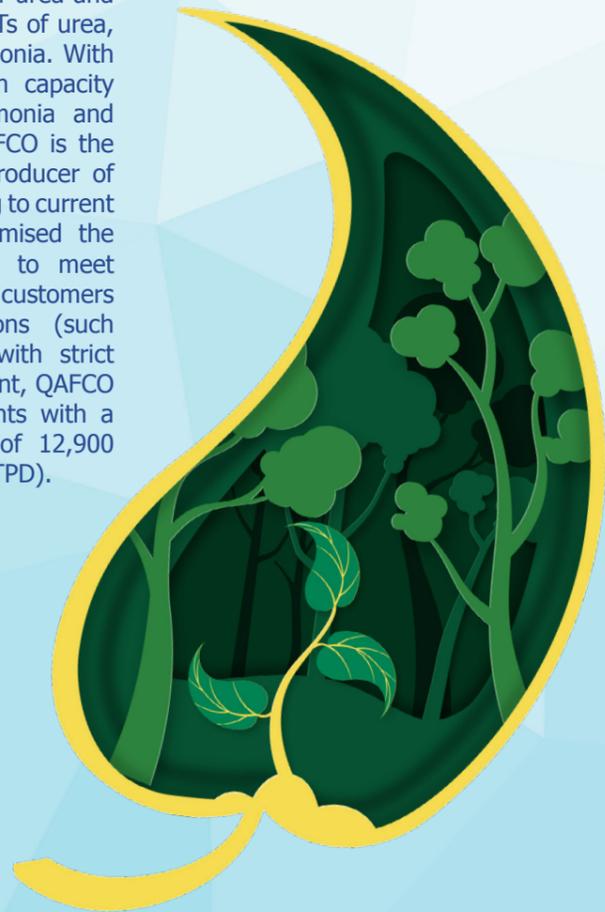
**Hamad Ali Al-Khater**  
Board Member



## Operational Excellence

### Highest Production of Urea and Ammonia achieved

In 2020, QAFCO achieved its highest recorded production levels of urea and ammonia, i.e., 5.8 million MTs of urea, and 3.8 million MTs of ammonia. With a sizable annual production capacity of 3.8 million MT of ammonia and 5.6 million MT of urea, QAFCO is the world's largest single-site producer of ammonia & urea. Responding to current requirements, QAFCO maximised the production of all products to meet the specific demand of our customers based in different locations (such as Australia, USA, India) with strict regulatory regimes. At present, QAFCO has four granular urea plants with a combined design capacity of 12,900 Metric Tonnes Per Day (MTPD).

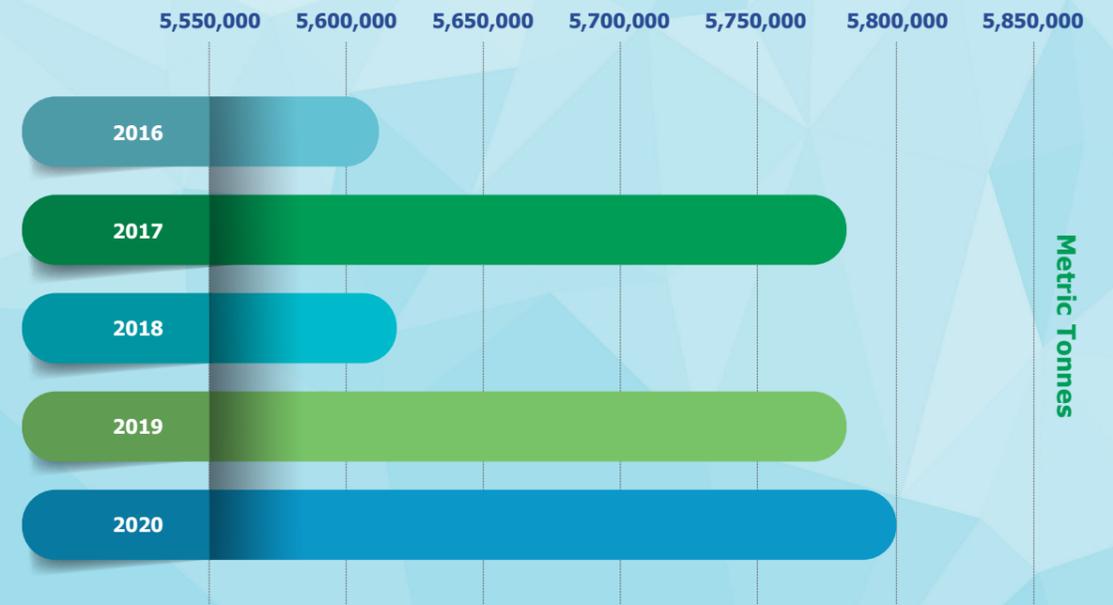


### Ammonia and Urea Production in the Last 5 Years

Ammonia Production: 2016- 2020



Urea Production: 2016- 2020





## Ammonia Production

QAFCO produced 3.8 Million MT of Ammonia in 2020. This is the highest volume in its production history. Of the total output this year, 3.2 Million MT was utilised in QAFCO for the production of urea, aqueous ammonia, and melamine.

## Urea Production

QAFCO produced 5.8 Million MT of urea in 2020, including that used in the production of melamine and urea-formaldehyde.

QAFCO achieved an up-time of  
**87.6 percent**  
in 2020

## Gulf Formaldehyde Company (GFC)

The company has two plants, namely UFC-A, which became operational in 2004, and UFC-B, which became operational in 2012. The GFC plants A and B are designed to produce 82 and 85 tonnes per day of Urea Formaldehyde (UFC-85), respectively.

## Melamine

QAFCO has utilised its expertise in fertiliser plant operations to operate and manage a production plant of premium grade melamine, based on the Eurotecnica HP process, on behalf of the Qatar Melamine Company. The plant's annual production capacity is 60,000 MT.



## Health, Safety, Environment, and Quality Performance

### HSSE Policy

QAFCO's Commitment:

- Pursue the goal of no harm to people and assets.
- Protect, conserve and preserve the environment.
- Use material and energy efficiently.

To fulfil these commitments, QAFCO:

- Has implemented management systems for health, safety, security, energy, environment, and product stewardship, designed to ensure compliance with applicable law and to achieve continuous performance improvement.
- Operates its facilities in a safe, secure, energy-efficient and environmentally responsible manner.
- Requires contractors to manage and support QAFCO's commitments in line with this policy.
- Maintains and manages its asset integrity effectively and efficiently.
- Enables consultation and participation with employees, engages effectively with neighbours and the wider community.
- Established and maintains a systematic management approach that makes quality, health, safety, security, energy, environmental standards and product stewardship an integral part of company planning, supply chain, production, performance monitoring, and continuous review.
- Continually assesses the effectiveness and conformance to its adopted standards for continual improvement.
- Fosters a culture of Health, Safety, Security, Energy and Environmental consciousness
- Supports sustainable waste management processes.



## Health: COVID-19

In response to a pandemic that took centre stage worldwide, QAFCO, in close coordination with Qatar Petroleum (QP) Crisis Management Team, and , in addition to the guidance received from Ministry of Public Health (MOPH), managed to successfully apply immediate strict control measures that resulted in Protection of Public, Containment of the Outbreak, and Prevention of Further Spread, in short, adhering/following principles of PCP.

### A) Enhancing and Ensure Public Awareness

Adjusting to the rapidly escalating situation, QAFCO took quick steps to increase awareness among its employees, and so, the approach was to:

1. Create and Share Awareness Material on a weekly basis to the organisation.
2. Involve and Encourage Employees to Develop Material for Awareness.
3. Educate and inform the organisation of the situation developments via circulars.
4. Publish Awareness material like Posters, Bulletins, Weekly Safety Moments, leaflets.

To this effect:

- Around 140 messages were communicated through a specially created email-id to address the COVID-19 situation.
- Close contact was established and maintained with the QP Crisis Management Team.
- More than 70 posters were conceptualised and designed, intending to educate employees at every step on the awareness of COVID-19 and staying safe and healthy.



### B) Effectively Broadcasting and Communicating Safety Messages

Developing the material and cascading all awareness material as communicated by QP and MOPH to the organisation was the first step towards achieving the greater goal, which was to ensure that any material released for purposes of enhancing awareness could be effectively comprehended and understood by all employees. To achieve this, QAFCO ensured that:

1. An intensive awareness drive was developed and implemented all throughout the year.
2. Employees were encouraged to share the safety messages with their contacts outside QAFCO.
3. The practice of Weekly safety moments was utilised as a tool to discuss the awareness material regarding COVID-19 safeguards prior to all meetings.
4. Key takeaways and essentials learnings from QP's workshops were communicated to the management promptly and with utmost transparency.
5. All information was promptly communicated to employees at every level.
6. Covid-19 requirements were established and implemented in compliance with QP and MOPH guidelines.

### C) Leading by Example

A key method to enforcing the COVID-19 regulations was to develop a cautious attitude among employees, by leading by example. It played a great role and provided tremendous aid in controlling the continuously evolving situation and number of positive cases at QAFCO. In time, several initiatives were implemented based on periodic Control Measure Effectiveness Evaluation, as follows:

1. Verification of EHTERAZ application at Security Gate of all the incoming employees and visitors.
2. Ensuring wearing of face mask by employees and visitors before entering at QAFCO premises.
3. Monitoring temperature of employees and visitors at the Security gate.
4. Monitoring and communicating updates on Covid-19 cases internally within QAFCO.
5. Facilitated and maintained close communication and mutual cooperation with QP Medical Department and MOPH with regards to COVID 19 case management.
6. Actively and unconditionally promoted compliance with the Pandemic protocols set for the Energy sector and ensured that QAFCO carefully followed and abided by every protocol at each step of the way.



## Safety

### Safety – We are committed to Safety in all life’s aspects.

QAFCO was one of the early adopters of management systems as enhancers of HSEQ performance. During 2020, QAFCO maintained its ISO 45001 certification. The established process safety management system in line with OSHA’s requirements as per OSHA 1910.119, has led to an overall improvement in HSE performance. QAFCO recorded zero major incidents in 2020. This continual improvement process illustrates the determined commitment of QAFCO’s management to achieve high HSE standards. In 2020, QAFCO successfully achieved its lowest TRIR ever of 0.45 (inclusive of all persons, direct hire and contractors) and the lowest number of Tier 4 process safety incidents since the establishment of the PSM system and tracking of its performance indicators.

### Enhancing Safety Culture - QAFCOs Road Beyond Zero (RBZ) Safety Initiative:

Believing that Safety transcends all boundaries, QAFCO’s senior management launched a flagship programme “Road Beyond Zero”, in 2018, that aimed to break the mental barriers on how we view safety in our day-to-day life. Road Beyond Zero Safety is viewed as a commitment, both personal and organisational, to create a workplace that is devoid of any incident or injury.

An environment rich with the culture of Road Beyond Zero Initiative, emphasises that our personal and organisational priorities are not above that of Safety. The initiative aimed to break the paradigm that safety is another man’s responsibility. It directed the spotlight on the value of human life, irrespective of their diverse identities and the importance of everyone in life. The RBZ focused on amalgamating varied thought processes with the aim of building bridges of relationships, developing care and concern for one and all. Much of this is possible only when we have leaders who are ardent on sharing and leading by example.

QAFCOs Leadership Commitment has been visible and evident by the following messages they have constantly shared with the organisation at each step of the way since the start of this initiative:

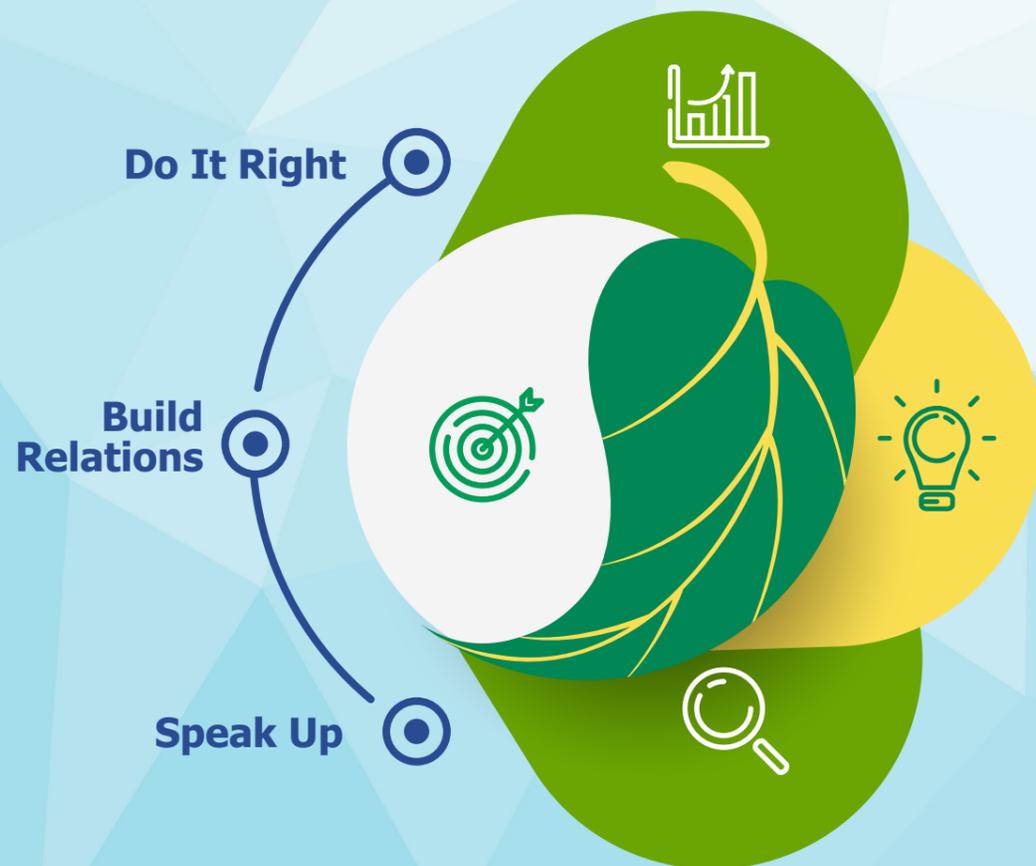
- Visible care and concern for others
- Everyone returning home safe, every day.
- Intolerance for ANY level of injury
- Responsibility for my safety and others’ by speaking up, getting to know each other and choosing to follow safe practices.

The event of any program commences with a few key stages that are critical to the success of the program, and QAFCO’s RBZ paid due respect to these stages while embarking on this initiative.

Stages	Tasks
<b>Gap Analysis</b>	Engagement Launch & Planning Integral Safety Assessment
<b>Recommendations</b>	Report of Findings Meeting Contractor HSE Management System Improvements
<b>Implementation</b>	Planning, Design, and Program Management Office (PMO) Safety Commitment WS Launch Steering Team Steering Team Monthly Meetings Steering Team 1-1 Coaching Taskforce Support Key Performance Indicators Leading in Action Train the Trainer - Living in Action Train the Trainer - Coaching in Action Coaching in Action (Co-led Trainings) Living in Action (Co-led Trainings) Safety Champions Development Site Support Engagement Review
<b>Final Assessment Safety Audit</b>	Pulse Survey Sustainability Protocol



To understand the ground reality of the true meaning of the term Safety, online and paper-based surveys were developed that assessed not just the current reality but also sought to view the desired future state of QAFCO's safety performance from four perspectives: individual, group, subjective and objective. This approach prototyped by an external consultant, hired to aid the RBZ process, emphasised the use and validation of all the four perspectives while exploring their relationships in practice.



## Educating One and All

RBZ Initiative saw the launch of extensive training that targeted driving a change in the mindset of every employee. With the support and keen commitment of the management, the training was divided into separate themes as follows.

- Living Road Beyond Zero- In Action Training for all employees
- Leading Road Beyond Zero - In-Action training for Senior Management
- Coaching Road Beyond Zero – In-House Training for Supervisors, Engineers and Head of Sections.
- Living in Action for Contractors – In-House Training

While the Living Road Beyond Zero emphasises the importance of Safety as being a way of life, the Coaching in Action provided tools and essential tips on how to embed a safety culture in the way we conduct business.

The leading RBZ was imparted to the senior management to serve as an enabler to cement the safety culture further within the organisation.

Contractors being an essential and integral part of QAFCO's workforce are vital towards ensuring that safety is always given the prime priority, thus contributing towards the sustenance of such a program. Living in Action for Contractors aims to align our Contractor's understanding of safety with a message that is core to QAFCO's values.

QAFCO's efforts in training extended involving our resources to deliver this important message. Therefore, for each of the training themes, QAFCO staff was trained as trainers, who voluntarily provided trainings to the target groups. A total of 29 employees are currently the tutors leading the RBZ education in QAFCO.



## Leading by Example

To further emphasise the importance of Safety, QAFCO invited the world-famous Motivational Speaker on Safety, Charlie Morecraft, to address the organisation. Mr. Charlie Morecraft, a burn accident victim, shared his experience dealing with lifelong consequences and how our actions can pay a heavy price, not just our lives, but the lives of our family and loved ones. Charlie's simple and stark message was "You can't afford it".

While the initiative was undertaken by QAFCO, we reached out to our employee's families, contractors, neighbouring industries and our prime stakeholders from the Energy and Industry Sectors, to learn from this valuable experience.

Continuing on the same note, QAFCO had invited another well-known speaker, Mr. Ken Woodward to share his experiences and unique perspective on safety and what it means. Mr. Ken Woodward had permanently lost his vision in a tragic workplace accident at a soft drink bottling plant.



## Task Forces in Action

In addition to the training, various task forces were formed, with the objective of evaluating and providing an experienced and fresh perspective on how to manage these areas.

Each task force was assigned a leader with multidisciplinary and experienced staff, who reviewed and provided recommendations for the way forward for a positive implementation.

### 6 Task Force Themes

- |                                   |                                |
|-----------------------------------|--------------------------------|
| 1. Communication                  | 1. PSM– Employee Participation |
| 2. Behavioural Based Safety (BBS) | 2. HSE Competency Matrix       |
| 3. Contractor HSE Management      | 3. Incident Investigation      |



## RBZ Champions Steering the Way

The success of any program depends primarily on the efforts exerted to sustain the same. And for this, QAFCO staff zealously volunteered to champion the RBZ pathway further. Currently, the organisation can boast of 41 such RBZ Champions from different walks of QAFCO life. They are the ears and eyes for RBZ, regularly engaging, enrolling, educating, and helping QAFCO to create an RBZ culture in QAFCO and visibly demonstrate RBZ practises and behaviours in their daily work. The RBZ Champions are close partners with the Senior Management and RBZ Steering Committee, providing on-going, accurate and timely feedback and ideas for enhancing and enriching the RBZ culture horizontally and vertically across the organisation.

### RBZ Champions Steering the Way

- 41 Champions divided into 7 Groups.
- One overall RBZ Champion Coordinator from the list
- Conducting regular meeting with leadership
- Area walkthroughs / Listening Tours.
- Attend RBZ Champions Department/ Area monthly meetings.



## QAFCO's Road Beyond Zero in a Snapshot



### Commitment Workshop

Over 70 top management personnel attended a two-day commitment workshop  
Created a road beyond Zero commitment where each person saw safety as personal, relevant and important thereby ensuring an incident and Injury free environment



### Living in action

15 staff personnel attended the Train-the-trainer session  
QAFCO employees trained long-term contractor employees and under-progress contractor employees.



### Coaching in action

14 staff personnel attended the Train-The-Trainer session  
Supervisors, engineers and heads of sections trained



### Leading in action

Two leading in action workshops held for managers and section heads, 59 management staff attended.  
More sessions to follow



### RBZ champions

Champions Development Workshop held for two  
41 champions trained trained on-site Walkthrough champions walkthrough & feedback mechanism monthly regroup ongoing additional champions dev in planning phase



### Ongoing support

Weekly PMO meetings, ongoing field support, monthly steering committee meetings Management address to organisation



### Task forces

6 task forces with frequent team meeting



### 1-1 Safety leadership coaching

1-1 coaching for Sr. Management and managers

QAFCO's RBZ initiative aims to prepare, not just a small group of champions living and leading the way but empower the entire organisation to live the role of a Safety Champion, not just in QAFCO but transcending all boundaries.

Our initiative does not end at the gates of QAFCO, but much beyond, reaching and touching the lives of anyone who acquaints with QAFCO.



## Environment

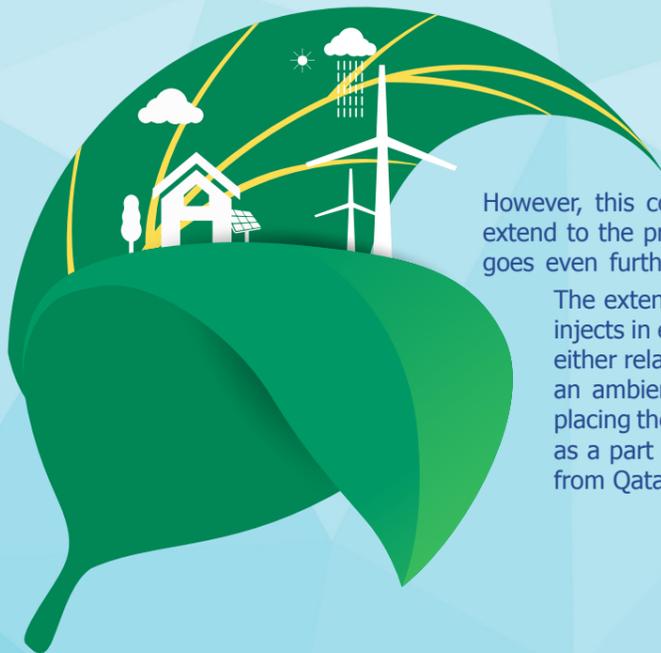
### Environmental Sustainability

QAFCO's commitment towards reducing the impact of its environmental aspects is driven by its responsibility to preserve the environment for future generations to inherit. This devotion to preserving the planet is reflected in several areas of the QAFCO Environmental Management System.

### Environmental Projects

To achieve and sustain the minimisation of environmental impacts that any fertiliser industry can pose on the environment, QAFCO has embarked on a journey in implementing several environmental projects, they are:

1. Installation of a De-NOx system to reduce Nitrogen Oxide emissions
2. Installation of Continuous Emission Monitoring Systems (CEMS) at more than 20 locations to monitor the quality and content of emissions released to ambient environment.
3. Achieving Zero Liquid Discharge to Sea at all QAFCO 1-4 sites, after successful completion at QAFCO 5-6.



However, this commitment does not only extend to the projects as listed above but goes even further.

The extension resides in the funds QAFCO injects in emission reduction projects being either related to discharges or emissions to an ambient environment. This initiative if placing the Environment as a priority comes as a part of QAFCO 2030 vision cascading from Qatar National 2030 Vision.

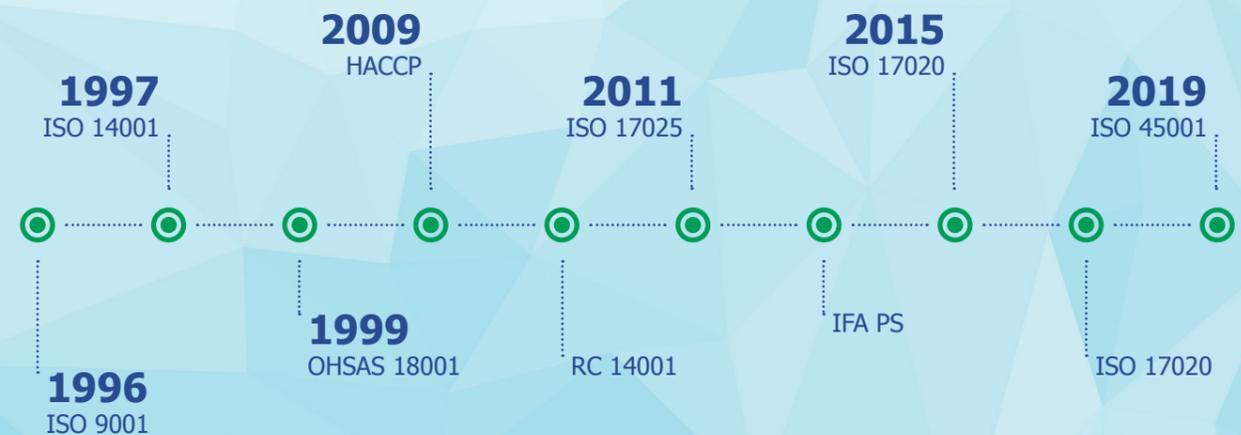


## Quality

### Quality – Do it right the first time

QAFCO has a well-established and robust Integrated Management System, dating back as early as 1996. QAFCO's Integrated Management Systems comprise of, Quality (ISO 9001), Environment (ISO 14001), Occupational Health & Safety (ISO 45001), Responsible Care (RC 14001) and Energy Management (ISO 50001), which are certified by third-party certification bodies. While the HACCP certification has been maintained for Canteen and Club services, QAFCO has also obtained accreditation for its Laboratory services (ISO 17025) and Inspection & Materials Technology services (ISO 17020). In addition to this, QAFCO has been recognised for its Product Stewardship initiatives, by securing the IFA Product Stewardship (IFA PS) Excellence certification since its inception in 2011.

The timeline shown below represents the ISO certification/accreditation journey of QAFCO to date.





## Strategic People Development - Sustainable Approach

QAFCO's HR systems and practices have been evolving continually to meet its various stakeholders' changing demands. Continual developments and business Process Improvements have taken an important place in the organisational culture, including QAFCO's list of nine core technical skills. In this context, employee development through well designed and structured training has remained a critical area of focus to transform QAFCO into a truly professional organisation. The re-designation of the section from Training and Development to Learning and Development added greater responsibilities to the section workforce. These challenges translated to complex initiatives in 2020 with COVID related controls and protocols further adding to their complexity. The section has not failed to perform as planned despite constraints, and our training programs have gone unaffected at both, the plant level and university/ institutional level.

An employee engagement survey was carried out through an external agency, and the survey outcome gave a clear direction to QAFCO. A road map was put into place to correct certain aspects that came out as barriers to desired levels of employee engagement. Accordingly, the following initiatives were taken up and completed:

1. Introduction of competency-based training to cater to different levels of employees.
2. Succession management and career development initiatives to reward star performers and motivate the workforce.
3. Development of a revised Technical Skills Catalogue, with its planned inclusion in training calendar for 2021.
4. Identification and development of internal trainers through the "QAFCO teaches QAFCO" initiative.

During 2020, QAFCO continued to build on its contribution to Qatar National Vision 2030. Efforts were made to attract Qatari candidates at different levels continuously. Focus on quality development of Qataris, apart from quantitative intake, was maintained. All Qatari nationals were provided with opportunities to attend structured learning and development interventions during 2020. Many are now embarked upon formally structured, long-term career development interventions, including vocational education and training programs, college and undergraduate academic programs, or continuous career development interventions. In this context, QAFCO strengthened its relationship with the education sector through formally signed Memoranda of Understanding with Colleges and Universities in Qatar.



## Corporate Social Responsibility (CSR)

### QAFCO Research and Development Grant (QRDG)

In line with its commitment to facilitate Research and Development in the country in support of achieving the Qatar National Vision 2030 towards a knowledge-based economy, QAFCO initiated the "QAFCO Research and Development Grant" (QRDG) in cooperation with Qatar University. The grant supports the work of the Qatar University Research Centre. Individuals, students, and faculty members can apply for a research grant in the areas of process enhancement, environmental studies, climate change adaptation and soil health management. Following a complete assessment of the research proposal, the QAFCO QRDG grant also facilitates a one-year on-ground implementation of the project to maximise the benefits from the research towards Qatar's sustainable development.

### Donation of equipment to CNAQ

As part of a MoU signed with CNA-Q in December 2019, QAFCO donated a variety of pumps, valves and bearings to the university to assist with student learning as follows:-

1. Multi stage centrifugal pump
2. Centrifugal pump
3. Gate valve
4. Ball valve
5. Different types of bearing
6. Non return valve
7. Control valve
8. Electrical breaker
9. Instrumentation and Control Engineering

The College of the North Atlantic in Qatar (CNAQ) and Qatar Fertiliser Company (QAFCO) signed a Memorandum of Understanding to enhance cooperation in various fields. The MoU covers the topics of internal training, sponsorship of students of CNAQ, as well as technical training for short courses for QAFCO employees. The agreement was signed following QAFCO's visit to the CNAQ campus in fall 2019.

## Qatar Interns win 1st Prize at Annual Plant Design Competition

As part of QAFCO's ongoing support to the Education sector, a group of students from Qatar University were hosted to prepare their Chemical Engineering Design Project throughout the academic years 2019 and 2020.

The students who had previously attended a Summer Internship Program at QAFCO, chose QAFCO "Formaldehyde Plant" as their "Design Project", and were awarded the 1st position in the 17th Annual Plant Design Competition arranged by the Department of Chemical Engineering at Qatar University. A total of 15 groups participated in the competition.

QAFCO contributed the following to assist in the completion of the Project Design:

1. Process presentation given at Qatar University.
2. Provided site visit to view the actual shape and size of the equipment.
3. Technical support and contribution towards designing of the process and equipment.
4. Mass and energy balance and the heat integrity of the entire process.

Design Competition



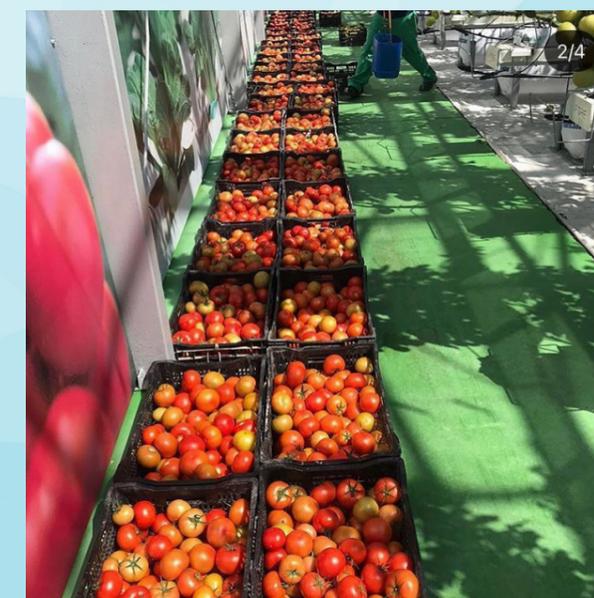
## Qatar First Pilot Water-Saving Greenhouse Exhibits Successful Results

The establishment of Qatar's first pilot water-saving greenhouse at Hassad's farm in Al-Shahaniya, in collaboration with Hassad Foods, exhibited positive results since its launch over a year ago. A conclusive report on the success of the pilot greenhouse is expected to be released shortly.

Engineered by Yara International ASA (Norway) and developed in collaboration with Hassad Food, QAFCO, Wageningen University and executed in partnership with Trane Qatar, Hoogendoorn and Jiffy; the high-tech pilot greenhouse was established to test the best available climate management and water saving systems, that allows achieving highest possible yields and reducing water consumption for vegetables cultivation.

The project furthers QAFCO's mission in aiding the development of the local agricultural sector and inadvertently supporting the food security goals of the country.

Tomatoes harvested at Watersaving Greenhouse in October 2020





## End-of-Season report for MOU signed with Agrico

Further to QAFCO's MoU signed with AGRICO and Yara International ASA, the Hydroponic Trial and Demonstration Centre in Qatar, established in 2019, has generated data and insights that have been shared with Qatari farmers to support the local agriculture industry. The project leverages local greenhouse technologies, nutrient management, and best horticultural practices to develop a sustainable crop management system that is suited for the Qatari climate, achieves high yields and productivity, conserves water resources and limits any negative impact of vegetable production on the local environment. Making use of three different types of greenhouses and using the hydroponics method of growing fruits and vegetables without the use of natural soil, the centre continues to test ways to grow a healthy crop that is free from soil diseases, saves water, fertilisers and agrochemicals. Moreover, nutrient management and detailed crop monitoring are being carried out by Yara and AGRICO agronomists to test the most appropriate conditions for achieving the highest yield. Accordingly, multiple trainings sessions for farmers and workshops for schools and institutions have also been delivered successfully. The initiative is directly aligned with His Highness the Amir Sheikh Tamim Bin Hamad Al Thani's 2030 vision to achieve food security in Qatar.

Cucumbers grown at Trial & Demonstration Centre



Cucumbers grown at Trial & Demonstration Centre



Cucumbers grown at Trial & Demonstration Centre



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