



قافكو  
QAFCO

شركة قطر للأسمدة الكيماوية  
QATAR FERTILISER COMPANY

# Sustainability Report 2021

[www.qafco.qa](http://www.qafco.qa)



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

With the world economy still recovering from the pandemic, 2021 was a challenging year for most businesses. For the fertilizer industry, it will be remembered as a year that saw historic highs in terms of prices, driven by increased demand. QAFCO remained resilient in terms of its performance, continuing to hold a significant segment of the world's traded supply of urea, thus affirming its status as a key player in the global mineral fertilizer market.

The remarkable changes witnessed worldwide due to the pandemic, have highlighted the realization that food security remains as one of the world's top priorities among all nations. In the last decade, mineral fertilizers have become increasingly imperative to the food chain to an extent that without them, meeting the global demand in the coming years will not be possible. In fact, some studies even suggest that mineral fertilizers currently support approximately half of the world's population. QAFCO sustained its production of urea and ammonia in 2021 at high levels, thereby contributing to the world's growing demand for mineral fertilizers.

Safety, always has been, and continues to be one of QAFCO's core business values. QAFCO remains strongly committed in the pursuit of its goal to establish an incident free workplace. To achieve this, overall awareness and sustaining a safety mindset continued to take the forefront in 2021. In line with governmental guidelines on precautionary measures for the management of COVID-19, QAFCO did not leave any stone unturned in its application of appropriate measures for the safety of its employees.

In terms of social responsibility, QAFCO's ongoing partnerships with Qatar University and College of North-Atlantic in Qatar are testament to its efforts towards the realization of a knowledge-based economy, as outlined in Qatar National Vision 2030. As an international leader in the fertilizer industry, QAFCO remains firm in its commitment to contribute to the development Qatar's self-sufficiency goals, in a sustainable and environmentally responsible manner.

On behalf of QAFCO, I would like to convey my appreciation to HH the Amir, Sheikh Tamim Bin Hamad Al-Thani, for his visionary leadership which continues to inspire QAFCO's position as a globally recognised urea producer. I am also grateful for the support we receive from the Minister of State for Energy Affairs, and QatarEnergy's Managing Director and Chief Executive Officer, HE Saad Sherida Al-Kaabi. Moreover, I am grateful for the continuous support of the QAFCO board, its management and staff.

**Ahmad Helal Al-Mohannadi**

# MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER'S MESSAGE

2021 was a challenge for most, as the world adapted to a new era of innovation and evolved living amid governmental regulations to contain the spread of COVID-19. In this regard, resilience proved to be the key factor towards achieving excellence. QAFCO continued to demonstrate its commitment to excellence and stand strong in its journey towards achieving its 2030 vision to be the World's Leading Urea Producer.

In 2021, QAFCO maintained excellent levels of production, of 3.8 million MT of ammonia and 5.7 million MT of urea, thereby playing a vital part in fulfilling the increased global demand for fertilizer, and more importantly, contributing to global food security. Market forecasts suggest a steady growth in fertilizer in the coming years, laying more emphasis on the need for a steady supply driven by technological innovations and improvements to production facilities despite global challenges due to factors such as the pandemic.

As the year drew to a close, a safety milestone was witnessed as the Total Recordable Incident Rate (TRIR) recorded a historical low score of 0.16 demonstrating the growing success of employees in imbibing the safety culture guided by effective safety policies and procedures in place. This paves the way for further improvement, leading QAFCO closer to its purpose of establishing and maintaining an incident-free workplace.

Along the journey to being the leading urea producer globally, environmental responsibility and sustainability remains a special focus for all so that QAFCO continues to meet the world's growing demand for urea meaningfully and responsibly. One of the measures QAFCO has implemented in this regard, is the forging of meaningful partnerships with the agricultural and education sector, learning and spreading awareness on how to evolve the existing approach and understanding of agricultural best practices. With the world's growing need for food security, the best way forward is to focus on solutions that could increase crop yields or optimize the amount of mineral nutrients required.

The support of leadership has been monumental along QAFCO's journey towards greater excellence. 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, and Managing Director and Chief Executive Officer of QatarEnergy, for his guidance. I would also like to thank our stakeholders, Industries Qatar (IQ) and our Board of Directors for their continuous support of QAFCO's progress and aspirations. Finally, I would like to thank our management and employees for their tremendous efforts and commitment to the success of QAFCO.

**Abdulrahman M. Al-Suwaidi**





## 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.



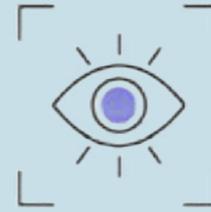


## Mission, Vision, and Values



### 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.

### EXCELLENCE

We **improve** our process continuously to enhance **efficiency**.

### TEAMWORK

We **respect, empower** and **work together** as **one family** to achieve shared goals.



### SAFETY

We are **committed** to safety in **all** life's aspects.

### INTEGRITY

We base our actions on **transparency, honesty** and **fairness**.





## QAFCO Strategic Themes

QAFCO long term strategy “2030 QAFCO Strategy” was established and launched focused on Excel, Grow and Diversify themes.

### EXCEL



QAFCO’s top priority, in line with its first strategic theme, shall continue to be operational excellence and flawless project execution with a strong emphasis on safety, integrity, efficiency and reliability to achieve top quartile performance as per the directive set by the QatarEnergy President & CEO in 2018.

### GROW



QAFCO shall continue to identify and evaluate opportunities in coordination with QatarEnergy to optimize its assets through the enhanced utilization and processing of its natural gas feedstock in a profitable and sustainable manner as expounded upon in QAFCO’s second strategic theme.

### DIVERSIFY



In parallel, QAFCO shall engage closely with QatarEnergy and Muntajat to discuss market developments, evaluate product development options and co-create a path for the Company to realize its full value potential and enhance its market leadership position.



## ABOUT US

Founded in 1969 as a joint venture between the Government of Qatar and a number of foreign shareholders, QAFCO has evolved steadily over the past five decades as a world-class fertilizer producer. The country's first large-scale venture in the petrochemical sector, QAFCO was established to diversify the economy and utilize the nation's enormous gas reserve. QAFCO is owned 100% by Industries Qatar (IQ).

With 6 urea plants and 6 ammonia plants producing a sizable annual capacity of 3.8 million MT of ammonia and 5.6 million MT of urea, QAFCO stands proudly as the world's largest single-site exporter of urea with up to 14% share of the world's supply of traded urea. QAFCO is strongly committed to operating its assets safely, efficiently and in an environmentally responsible manner to produce high quality Ammonia and Urea.

Continuing with its commitment to excellence, QAFCO aims to be the world's leading urea producer by 2030, driving towards a greener earth.

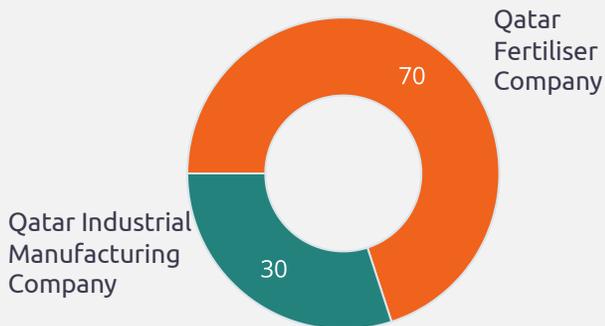
In addition to urea and ammonia, QAFCO also owns urea formaldehyde and melamine subsidiaries.



## QAFCO Downstream

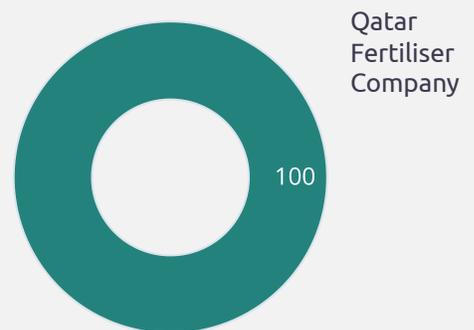
### Gulf Formaldehyde Company

Gulf Formaldehyde Company Q.S.C., engaged solely in the production and sale of Urea Formaldehyde Concentrate (UFC), was incorporated in 2003 as a private shareholding company. The Shareholders and their shareholding interests in the company are as follows:

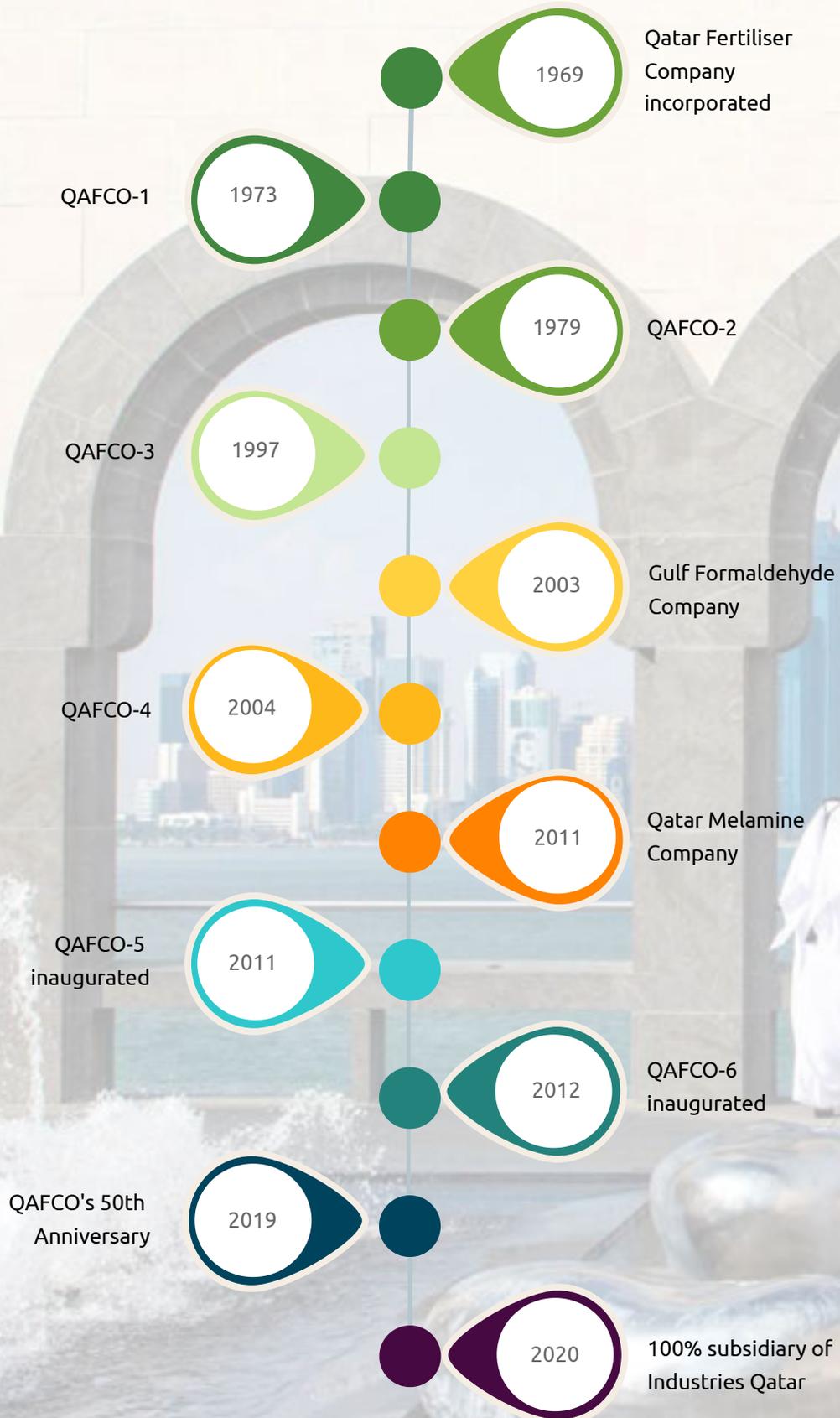


### Qatar Melamine Company

Qatar Melamine Company was incorporated in 2011 to produce melamine. The company is fully owned by QAFCO (100%).



# 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 fertilizer. 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 ton. The aqueous ammonia solution is used for NO<sub>x</sub> reduction at QAFCO.





## Board of Directors



Ahmad Helal Al-Mohannadi

**CHAIRMAN**



Soud Jaleel Al-Ruwaili

**VICE-CHAIRMAN**



Abdulrahman Mohamed Al-Suwaidi

**MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER**



Khalid Mubarak Al Hitmi

**BOARD MEMBER**



Hamad Ali Al Khater

**BOARD MEMBER**

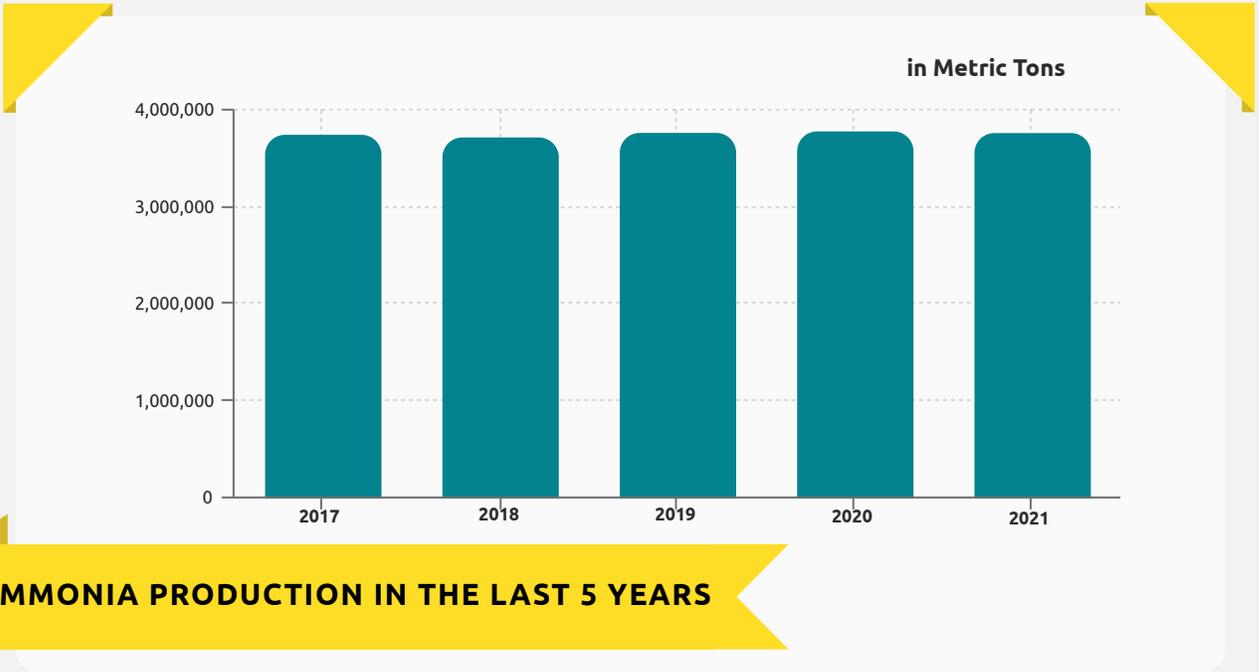
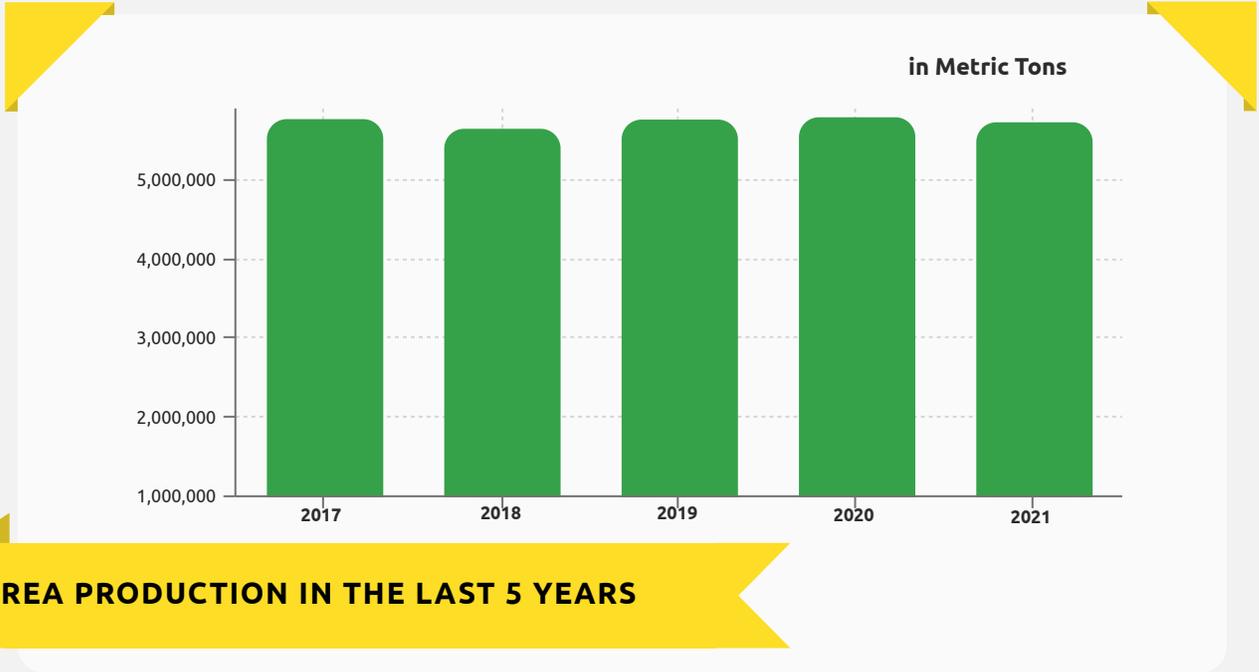


## OPERATIONAL EXCELLENCE

### Urea and Ammonia Production

In 2021, QAFCO achieved production levels of urea and ammonia of 5.73 million MTs of urea, and 3.77 million MTs of ammonia. With a sizable annual production capacity of 5.60 million MT of urea and 3.80 million MT of ammonia, QAFCO is the world's largest single-site exporter of urea and ammonia. 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 Tons Per Day (MTPD).







## STATISTICS



### Urea Production

QAFCO produced 5.73 Million MT of urea in 2021, including that used in the production of melamine and urea-formaldehyde.

### Ammonia Production

QAFCO produced 3.77 Million MT of Ammonia in 2021. Of the total output this year, majority was utilised in QAFCO for the production of urea, aqueous ammonia, and melamine.

### Gulf Formaldehyde Company (GFC)

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

### Qatar Melamine Company (QMC)

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



# HEALTH, SAFETY, ENVIRONMENT AND QUALITY PERFORMANCE



## Driving HSEQ Excellence through Enhanced Organizational Culture

Safety is one of QAFCO's core values. HSE features strongly in QAFCO's policies and objectives - it is recognized as a vital enabler essential to meet QAFCO's mission, vision, and strategic goals using measurable indicators such as Total Recordable Injury Rate (TRIR), Process Safety Total Incident Rate (PSTIR), Environmental Index and proactive Safety Observations reporting.

QAFCO's HSSE policy elaborates its' commitment towards enhanced HSEQ 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.



## Safety

QAFCO safety culture has evolved remarkably over the years. QAFCO leadership has over the years has sown robust and sturdy seeds for a strong fundamental HSE foundation that has contributed to giving record results, even during the year of the pandemic with QAFCO's TRIR reaching 0.16 in 2021, from a high of 1.8 in 2018.

Such achievements are only possible when there is an aligned commitment within the organization towards its objectives and its intention to achieve the same in a safe, injury-free, and incident-free workplace. Communication, being a key facilitator in conveying vital information at all levels, is paramount to achieving excellence in any field. Below is a synopsis of all the efforts that QAFCO invested into promoting and sustaining HSE performance at the workplace in 2021: -

### **Safety Alerts and Safety Moments**

A uniquely designed HSE topic is released weekly to the organization, intended to be discussed as a prelude to all internal meetings.

### **Daily Reports**

Showcases core HSE performance metrics with an elaborate Safety Pyramid, as a snapshot.

### **Process Safety**

QAFCO continued to demonstrate its commitment to safety by achieving PSTIR of 0.16 in 2021 and maintaining a low number of Tier 3&4 process safety incidents. All mentioned indicators were successfully maintained below the annual defined thresholds during 2021.

**Bulletins, Beacons and Lessons Learned:** Released monthly to the organisation on individual subjects themed as Safety Bulletins, Process Safety Beacons, HSEQ Bulletins, and Lessons Learned.

**2 Occupational Health and Safety Representatives** who continue the HSE practice of communicating OH&S needs and expectations of the employees to the management.

**Life Saving Rules** are established and implemented across the organization with intensive periodic refresher trainings provided to all to understand the importance of it, and the same is promoted by the management as core principles to stay injury and incident free.



**HSE practices** were continually enhanced through extensive employee engagement as follows:-

- Release of quizzes and surveys themed on different HSEQ subjects
- Contributions to the monthly employee magazine, "Jawaherna"
- Promotion of health best practices
- Management-led safety walks and listening tours
- Emphasis on toolbox meetings
- Seeking suggestions for HSEQ improvement from employees
- Continual learning on Process Safety Management, OH&S, Environment, Quality and Emergency Preparedness training, and Awareness of Emergency Response
- An exclusive Safety film to deliver QAFCO's safety message is currently under production

**Contractor engagement** was given special focus through the following practices and initiatives: -

- Annual HSE Forum, hosted by QAFCO, for contractors
- Initiation of "Monthly Best Safety Observation Reported" Recognition program
- Monthly HSE meetings with contractors to share lessons learned and best practices, and,
- HSE Contractor Evaluation during Shutdowns to rank top 3 contractors highlighting their safety performance, adherence to procedures, and demonstration of safety behaviours with awards.

Aligned with the **Road Beyond Zero Safety Culture**, that started as QAFCO's flagship program and successfully helped enhance safety consciousness among all, we have;

- Initiated the Concept of **"Just Culture"** for incident investigation where QAFCO resources were trained, with training materials being developed in-house.
- Introduced the organisation-wide **Behaviour Based Safety program**, encouraging employees to report positive safety observations as well as unsafe acts/conditions.



## Environment

A significant factor that has continually supported QAFCO in its steady growth, is its commitment to the Environment Management System (EMS). Established more than 2 decades ago, EMS is still strongly integrated and sustained within QAFCO's business requirements. In recent years, environmental responsibility has gained further traction locally and globally, and particularly at QAFCO, considering the alignment of its' vision with Qatar National Vision 2030.

As a precedent to its' pursuit of enhanced environmentally-responsible measures, QAFCO is currently working on developing its own "Sustainability Strategy" in line with Qatar National Environment and Climate Change Strategy, addressing the air quality, biodiversity, water, land use, and waste management.

To achieve and sustain the minimization of environmental impacts that the fertilizer industry can pose on the environment, QAFCO has embarked on a journey in implementing several environmental projects / initiatives, summarised as follows: -

- Achieved the highest level of Assurance and Materiality in the form of the **Greenhouse Gas Verification Statement** by third party for Scope 1 and Scope 2 in accordance with ISO 14064-3-2006, certifying that QAFCO is in compliance with the "QP Accounting and Reporting Procedures for Greenhouse Gas Emissions", for GHG Emissions Accounting and Verification.
- Implementation of a **De-NOx system for Reduced Nitrogen Oxides emissions**.
- Installation of **Continuous Emission Monitoring Systems (CEMS)** at more than 20 locations to monitor the quality and content of emissions released to ambient environment.
- Achieving **Zero Liquid Discharge to Sea** at all QAFCO 1-4 sites, after successful completion at QAFCO 5-6.

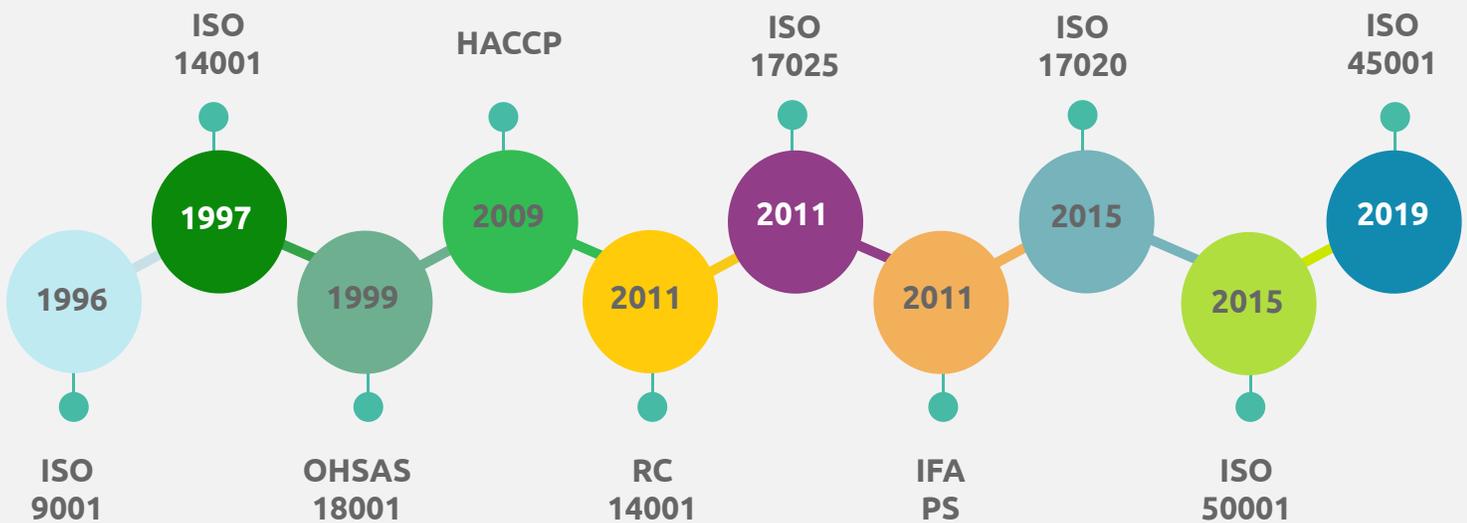
- **Replacement of 3 auxiliary boilers** with 1 high efficiency / energy saving Boiler having controlled stack emissions.
- Installation of a new **Sulphur Recovery Unit**, where acid gases from all QAFCO 1-4 H<sub>2</sub>S removal units will be collected for further treatment in a sulphur recovery unit.
- QAFCO has successfully achieved **100% of all its hazardous wastes being removed off-site** for recycling / recovery / disposal in an environmentally responsible manner, within the time limit stipulated in the Consent to Operate permit. Promotion of sustainable waste management practices with continued collection and recycling of paper waste.
- A comprehensive **Environmental Emergency Response Plan** methodology has been created to respond to emergencies associated with environmental events.
- Implemented the new **Chemical Risk Assessment (CRA) system** to assess the risks of chemicals that is introduced within the processes.
- Development of the **Green House Gases guidelines** in line with the requirements from QatarEnergy.



# Quality

Management systems being the foundation of any business process, QAFCO has adopted and continually maintained its systems focused on HSEQ with commitments to Energy, Responsible Care and Product Stewardship. These systems are ingrained in QAFCO's way of conducting itself, with each system being extensively evaluated for its effectiveness each year, by an independent body.

The road map below represents the ISO certification/accreditation journey of QAFCO to date and showcases the stability achieved and maintained by continual improvement. Not just the core ISO standards, QAFCO stays keen on improving its processes, which is visible through the adoption of HACCP for Canteen and Club services, accreditation for its Laboratory services through ISO 17025 and Inspection & Materials Technology services through ISO 17020.



In 2021, QAFCO successfully achieved the recertification to the **ISO 50001 for the Energy Management System**, with **no findings on the implemented Energy Management System**, and achieved the **recertification for HACCP for the Catering and Club**. The **reaccreditation for ISO 17025** in 2021, further validates QAFCO's laboratory practices.

As a part of continual improvement, the organisation has implemented a **Digitisation platform** to digitise its companywide records and historical information with the aim of going paperless. With the same objective, an **automated Document Review Workflow** has been initiated as a concept and tested for development, in 2021.

In addition, QAFCO hosts and manages its own designed **IDEA system**, an online platform that permits employees to register their ideas proposing improvement in HSEQ, each of which is evaluated by an independent committee for feasibility and benefit. In 2021, ideas that were successfully implemented in QAFCO, were published internally as Success Stories. This initiative aimed to encourage those employees who registered their ideas in the IDEA system and saw it implemented.

The year also focussed on revisiting the established management system philosophies to enhance employee awareness, by providing **refresher training in Integrated Management Systems, Nonconformance and Root Cause Analysis**, as well as core procedures used as a part of business execution. Furthermore, audit efficiency and effectiveness were continuously evaluated for improvement through the year, with all trainings provided to its staff using inhouse resources.



## Our Health and COVID-19

In response to a pandemic that took centre stage worldwide, QAFCO, in close coordination with QatarEnergy 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 (Transmission at workplace) of the COVID-19 infection. Prevention of COVID-19 infection at work was the main challenge since the beginning of the outbreak in 2020. While the year 2020 was overcome with the lowest level of confirmed cases, the year 2021 narrated a different success story.

The beginning of the year 2021, saw a steep increase in the number of COVID-19 confirmed cases than the previous period. This was attributed to several factors, but they were mitigated with the immediate use of appropriate control measures to curb the chance of further transmission. As the result, cases dropped to a low by the start of the second quarter of 2021, and continued its low streak through the year, with several months of reporting zero cases.

This has been greatly attributed to the extensive vaccination drive undertaken at QAFCO, in close coordination with the health authorities and QatarEnergy. QAFCO achieved great success in this regard, where 98% of QAFCO employees were fully vaccinated by September 2021. The 2% of employee population who did not receive vaccination was due to pre-existing health conditions and other personal reasons.

In addition to the above, QAFCO took cumulative efforts with the support and cooperation of every employee to overcome the COVID-19 challenge. Employee and Contractor wellbeing being paramount, the following were undertaken as a minimum to ensure their overall wellbeing:

- An intensive awareness drive was developed and implemented all through the year.
- 24-hours response time for employee mails seeking advice/providing suggestions on COVID-19.
- More than 300 communications were exchanged with QatarEnergy's pandemic team since the start of the crisis, and more than 90 communications was published internally to educate employees and contractors about COVID-19.
- As a part of this awareness drive, more than 200 posters were conceptualized and designed using QAFCO resources, with the aim of educating employees at each step on the awareness of COVID-19, facts, myths and staying safe and healthy.





- Every effort was carried out to keep the organization updated on the status of the COVID-19 infection amongst employees and the care to be undertaken. This was released as a dashboard informing employees of the number of active cases, and recovered cases among other important information and continues to be an essential metric shared with the organisation.
- Work-From-Home directive continued in 2021 with 80% employees working offsite and QAFCO ensured all resources were provided for employees to stay connected.
- Regular engagement with employees working from home, to ensure business continuity as well as mental wellbeing.
- Engagement with employees via organisation-wide surveys and quizzes.
- Installation of Hand Sanitizers across the facility.
- Regular Bus Sanitization and Social Distancing among commuters.
- General Area Sanitization, of common areas frequented by staff.
- Extensive sanitation of common surfaces such as door handles, handrails etc.
- Portacabin Sanitization for workforce gathering during Turnaround operations.
- Multiple-entry Access for workforce to enable social distancing and avoid delays.
- Extra sanitization stations during turnarounds provided within the plant. Daily sanitization was carried out at the Stores, Toolboxes areas, tools/equipment specifically brought for the Turnaround and Portacabins.
- Daily individual meal boxes distributed to employees.
- Extensive audits and inspections of the contractors' camp, to confirm compliance to State Protocols.
- Strict protocols continued to be enforced at the medical facility with the aim to protect frontline workforce as well as patients who arrived at the clinic with suspected or confirmed COVID-19 infection.
- Providing isolation room for suspected cases.
- An elaborate investigation and response mechanism, ensuring extensive employee screening, following COVID-19 protocol set by MOPH and QatarEnergy for suspected/confirmed case covering protocol of identification, isolation, and referral procedure for suspected/ confirmed case.
- Besides conducting close contact tracing of suspected/ confirmed case, constant monitoring of suspected/ confirmed case who are under quarantine or hospitalization was conducted, ensuring essential reporting to the relevant parties.
- A clear return to work policy was followed, ensuring health screening for employee/s return to work after recovering from infection, completed mandatory quarantine and employee/s returning from leave (out of Qatar), and evaluation of employee/s under high risks group prior return to work.





## STRATEGIC PEOPLE DEVELOPMENT: SUSTAINABLE APPROACH

In 2021, QAFCO continued to build on its contribution to Qatar National Vision 2030. The Company has set a five-year Qatarization strategic plan to increase the quantity and quality of Qatari Nationals' participation in the Company.

In its support to and partnering with the Education Sector, the Company participated in several activities which included, but were not limited to the following:

- Provide inputs into the review of college curricula.
- Provide internship opportunities to university students.
- Sponsor secondary graduates to further their academic studies.
- Participated in career fairs to share possible career opportunities and attract Qatari talent into the organization.

QAFCO continued to attract and recruit Qatari candidates at different levels and support their further development within the organization, which was done through structured programs and guidance from line managers, HR, and relevant specialists. To effectively introduce new employees into the organization, QAFCO implemented a 90-day onboarding program (HAYYAK). The program ensures equipping employees with the right tools to function effectively. Its success is manifested through higher employee engagement, low turnover rate, particularly for new hires, and high employee morale.





QAFCO also introduced structured recognition programs for its employees. These programs will encourage and motivate staff to go the extra mile while achieving organizational objectives.

QAFCO implemented a comprehensive talent management framework during the year to ensure the quality of people development that aligns with business needs and world-class standards. QAFCO also established a successors talent pool, introduced generic skills required at different levels, and developed a comprehensive competency management framework. The framework will become a basis for development initiatives and other people-related processes.

Irrespective of the challenges posed by Covid-19 and abiding by the associated protocols, QAFCO proactively utilized digital platforms to train its employees. Employee Training is being monitored and evaluated to maintain the quality of learning and implementation on the job, demonstrating the significance placed on the development and growth of employees.

An employee engagement survey was carried out during the year. Overwhelmingly, 85% of the employees participated in the survey. The survey is one of the key fundamentals supporting the strategic enabler of being an "Employer of Choice." Through this survey, the employees could share their views about the organization. This enables the organization to craft its unique value proposition to support achieving its' strategic objectives.



# SOCIAL RESPONSIBILITY

## QAFCO RESEARCH AND DEVELOPMENT INNOVATION GRANT

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 Innovation Grant” 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 grant also facilitates a one-year on-ground implementation of the project to maximise the benefits from the research towards Qatar’s sustainable development.

## FOR EMPLOYEES AND COMMUNITY

In 2021, QAFCO made continuous efforts to engage with employees, their families, and the local community by conducting several activities and conveying awareness messages on several topics, in line with ministry regulations on COVID-19 protocol as follows: -

- Awareness Sessions held on Organ Donation and Dental Hygiene.
- Blood Donation Campaign conducted in coordination with HMC.
- Several Planting Activities, for employees, their families, and the community.
- Drawing competitions, quizzes and photography competitions held to raise awareness about Safety at Home and at the workplace.
- Visit conducted for QAFCO employees and families to farm in Al Shahaniya.
- Awareness Messages shared with employees on Mental Health, Breast Cancer, Alzheimers, Dementia and Diabetes.
- Conducted school visits to share knowledge about the organization and career opportunities.



Planting Activity



QAFCO Families Visit to farm in Al Shahaniya



School Visit: Qatar Science and Technology School for Boys



Blood Donation Campaign



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