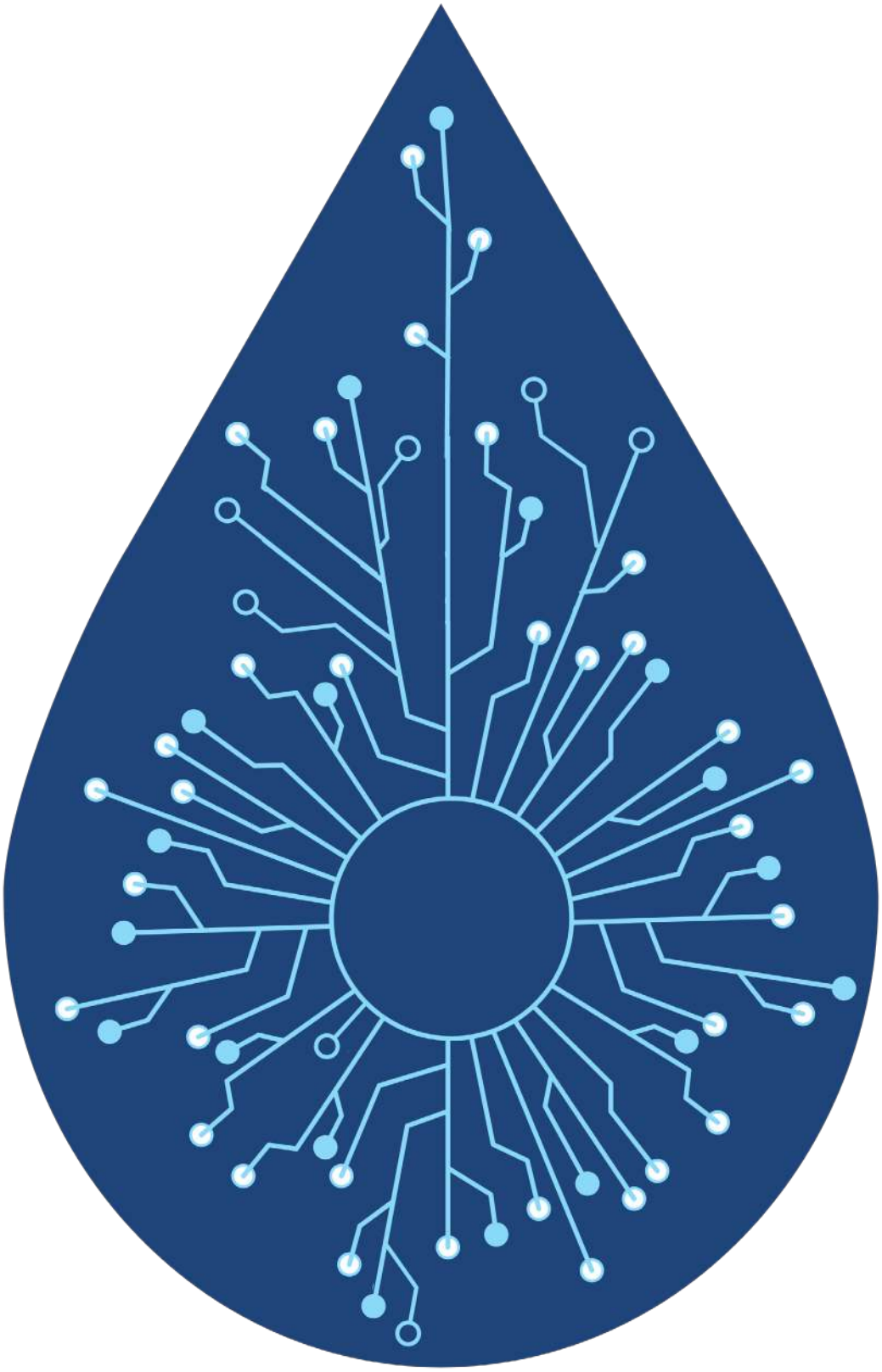


SUSTAINABILITY REPORT

2023

Empowering progress, preserving nature:
Safeguarding our water and energy for generations to come

About this report

Qatar General Electricity and Water Corporation (KAHRAMAA) is delighted to introduce our 7th Sustainability report for 2023.

Scope

Qatar General Electricity and Water Corporation (KAHRAMAA) is the sole transmission and distribution system owner and operator for the electricity and water sector in Qatar, established to regulate and maintain the supply of electricity and water to our customers. We are dedicated to meeting the increasing utility needs, exceeding customer expectations, and delivering high-quality, sustainable electricity and water for enhanced living standards in Qatar.

Purpose

This report details our commitments to and performance in delivering in line alignment with the UN Sustainable Development Goals, Qatar's National Vision 2030, and National Development Strategy III. We will showcase our collaborative and integrative approach to improving the impact of our operations on the environment, society, and Qatar's economy.

Reporting guidelines

This report has been prepared in accordance with the 2021 GRI Standard and is internally assured.

Reporting period

1st January 2023- 31st December 2023.

We are committed to continuous improvement of our sustainability reporting and performance transparency. As such, we welcome your feedback on this report and our performance.

Please send your comments to Conservation & Energy Efficiency Department at consenergy@km.qa. Or through our social media channels:

Executive summary

KAHRAMAA is proud to present our 7th Sustainability Report for 2023. Following the successful delivery of water and electricity for the FIFA World Cup 2022, this year we continued to rise to utility demands, supporting the AFC Asian World Cup 2023. Peak demand numbers. We are proud to have supported the stadiums and sporting facilities, providing uninterrupted supply across the duration of the tournament.

The purpose of this report is to showcase our corporate approach and performance to sustainability for the period of January 2023 – December 2023. We continue to review and improve our sustainability approach and performance in alignment with the UN SDG's, Qatar Vision 2030, Qatari law, and the newly released Qatar National Development Strategy III. This year we have started the development of our corporate Sustainability 2030 Roadmap and ESG framework to support in embedding sustainability across our operations and construction projects, and have a positive impact on our people, planet, and economy. We have also developed our CSR 2030 Strategy to better align our operations with our commitment to 'contributing to a responsible society'. Such efforts will support us towards achieving our 2030 vision to be a global leader in customer centricity, performance, innovation, environmental sustainability, and social responsibility by 2030. The boundary of the report sits within the transmission and distribution of electricity and water in Qatar, as well as the regulation of electricity and water generation. Our report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 in which the information reported has been internally reviewed to ensure its accuracy.

Message from the president

KAHRAMAA continue to improve our sustainability performance to better align with local regulations and international standards. In line with this, we are currently developing our corporate sustainability roadmap to better integrate sustainability into our operations and enhance the positive impact we have on Qatar and the World. I am honored to present our 2023 Sustainability Report, showcasing our performance and initiatives towards a sustainable future.

This year we have successfully surpassed our revenue by 292M QAR and achieved 100% of procurement from local suppliers. We have also signed new partnerships with Ooredoo and Earthna to drive innovative solutions towards sustainable, digitized, and efficient operations. As a regulator, we have supported the development of 13 new district cooling plants and set up 80% of Qatar's district cooling plants to operate with TSE water, reducing the consumption of fresh water and electricity.

This year we have also invested heavily into improving the experience for our customers, establishing a new customer service hub for our bulk accounts. Situated in the industrial area close to our bulk customers, this will be fundamental towards providing accessible, quality, and reliable support with their transactions and operations.

Following FIFA World Cup 2022 last year, 2023 saw Qatar host the AFC Asian Cup 2023 with several sports events and activities help across the country. KAHRAMAA are proud to have provided an uninterrupted service for 12 sporting events. We established our first-ever Qatari female team of creative qualified engineers to monitor operational processes of the tournament. This was fundamental towards Kahramaa' s role and interest in human capital, and its role in supporting the national cadre to provide the best for the corporation.

HE Eng. Essa Bin Hilal Al- Kuwari,
KAHRAMAA President

Table of contents

01 Abbreviations

02 Sustainability performance at a glance

04 About KAHRAMAA

08 Sustainability at KAHRAMAA

18 Our 2023 sustainability performance

36 Appendices

Abbreviations

COBC	Code of Business Conduct
CSR	Corporate Social Responsibility
DC	District Cooling
GCC	Gulf Cooperation Council
GHG	Greenhouse gas
GRI	Global Reporting Initiatives
GSAS	Global Sustainability Assessment System
HR	Human resources
ISO	International Organization for Standardization
IWPP's	Independent Power and Water Providers
KAHRAMAA	Qatar General Electricity and Water Corporation
KPI	Key performance indicator
PV	Photovoltaic
QAR	Qatari Rial
QCSF	Qatar Cyber Security Framework
QE	Qatar Energy
QNDSII	Qatar National Development Strategy II
QNV2030	Qatar National Vision 2030
QNRES	Qatar National Renewable Energy Strategy
Tarsheed	National Conservation and Energy Efficiency Program
TSE	Treated sewage effluent

Sustainability performance at a glance

01 CARBON FOOTPRINT

- Total emissions across KAHRAMAA's operations & assets: **35,473.41 MtCO2e**
- Scope 1: **66.46** MtCO2e
- Scope 2: **288.84** MtCO2e
- Scope 3: **35,118.11** MtCO2e

02 TARSHEED

- Earthna partnership
- 5% energy reduction amongst customers using MyTarsheed application
- Savings of 548.3 GWh electricity, 35.84 Mm3 water and 638,275 tons CO2 emissions

03 ELECTRICITY

- 1,627.38 GWh increase in electricity generated
- 80.86% of our smart meters installed
- 3.56% renewable energy in the grid

04 WATER

- New agreement with Ooredoo boosting a 75+ Million QAR investment to support our smart metering roll out
- Biological water compliance of 99.4%

05 DISTRICT COOLING

- 40 out of 70 of Qatar's DC plants are currently operating with 80% TSE water
- Achieved first Global Sustainability Assessment System (GSAS) certified district project in Qatar, Lekhwiya Camp
- 13 additional district cooling plants, resulting in improved - average electrical efficiency of DC plants by 0.92 kwh/Trh
- 16.26 mn m3 alternative water (TSE/sea water) sources utilized for District Cooling
- 80% of potable water saved

06 Awards

- EV charging platform
- Smart App
- Silver Award for H&S excellence by the revered British Royal Society for the Prevention of Accidents

07 CORPORATE

- 98% Qatarisation in our senior management
- 48.3% Qatarisation across all our employees
- Only two HSE incidents reported vs 9 last year
- Surpassed our revenue target by QAR 292M
- 100% procurement from local suppliers

08 CSR & PR

- Launch of our Customer service center for Bulk Customers and Companies
- Developed our CSR Strategy 2030
- Surpassed our internal Corporate Social Responsibility Index by 11%

09 Case Study: AFC

- No recorded accidents or interruption to the sports stadiums and facilities
- First-ever team of Qatari female qualified engineers to monitor operational processes of the tournament
- 91 technical teams and 1134 working hours were dedicated to supporting these events

About KAHRAMAA

About **KAHRAMAA**

Qatar General Electricity and Water Corporation (KAHRAMAA) was established in July 2000 through Law #10 by royal decree to regulate and maintain the supply of electricity and water to our customers. We are the sole transmission and distribution system owner and operator for the electricity and water sector in Qatar, established to regulate and maintain the supply of electricity and water to our customers.

Our supply chain

As the national electricity and water transmission and distribution company, KAHRAMAA directly interfaces with consumers. We source our electricity from Independent Water and Power Producers (IWPP's) who are sourced fuel by Qatar Energy (QE), the sole source of natural gas in Qatar. We are responsible for forecasting Qatar's electricity and water demand, in addition to negotiating with IWPP's for the construction of new power stations and desalination plants. Meanwhile, QE is responsible for forecasting the oil and gas and fuels consumption.

KAHRAMAA as a regulator

KAHRAMAA have a dual role as both an operator and a regulator, responsible for overseeing the entire water and electricity sector, from production and transmission to distribution and billing. In this capacity, we ensure that the sector is operated efficiently, effectively, and sustainably. This year 50% of our proposed regulatory changes have passed, in addition to others having pending approvals for water and district cooling. Our regulatory functions include:

- Setting tariffs for electricity and water, ensuring that they are fair and affordable for consumers while covering the costs of production and delivery.
- Regulating the quality of water and electricity services, ensuring that they meet national standards.
- License and regulate the activities of independent water and electricity producers and independent water distribution companies.
- Promoting conservation and efficiency in water and electricity use.
- Management and regulation of groundwater resources.
- Developing and implementing long-term strategies for the water and electricity sector.
- Driving renewable energy technology and solutions in line with QNRES.
- Increase EV charging infrastructure to enhance the share of electric vehicles in Qatar.
- Enhance the professionalism and quality of services offered by ESCOs.
- Investigating and resolving customer complaints.

Our regulatory activities are guided by the Qatar Water and Electricity Law No.10 of 2005 and the Water and Electricity Regulatory Framework. The Framework establishes the regulatory framework for the water and electricity sector, including the roles and responsibilities of the regulator, the licensing process, and dispute resolution mechanisms. By maintaining a strong regulatory framework, we help to ensure that the water and electricity sector in Qatar operates in a stable, efficient, and sustainable manner. This is essential for supporting Qatar's economic development and enabling the country to meet its ambitious goals for the future.

GRI 2-29 | GRI 2-6

GRI 2-6 | GRI 2-23 | GRI 2-24 | GRI 2-26 | GRI 2-29 | GRI 302 | GRI 303

Our **operations**

GRI 2-1 | GRI 2-7 | GRI 2-8 | GRI 401-1

Our footprint

Offices

KAHRAMAA head office is located at 61 Corniche Street, Doha, Qatar.

Employees

Workforce	2022	2023
Full time employees	2,666	2,732
Part time employees	0	0
Electricity employees	855	904
Water employees	449	422
Corporate employees	1,362	1406
Ratio of employees per 100 connection	2.99	2.98
Workers who are not employees	0	0
Staff turnover rate (%)	-	1.7%
Employees satisfaction (% YTD)	-	-11%

Mission, vision, and **values**

GRI 2-1 | GRI 2-6 | GRI 2-24 | GRI 2-27

KAHRAMAA's mission is to provide "high-quality and sustainable electricity and water for better living in Qatar", requiring the consistent provision and distribution of electricity and potable water to supply needs on a permanent and regular basis. Our mission aligns with our commitment to the United Nations Sustainable Development Goals (UN SGDs), Qatar National Vision, Qatari Law, and Qatar's National Development Strategy III. KAHRAMAA's 2030 long-term strategy seeks to support this mission by providing the foundation to sustainability delivery across our operations and performance.

Our long-term strategy is delivered across our 13 core business areas which enable us to achieve our corporate mission by acquiring, constructing, and operating Qatar's electricity and water transmission and distribution network, whilst driving efficient consumption of these resources by our customers. These are supported by our five values and six excellence dimensions to set the direction of our delivery.

Core business areas	Values	Excellence dimensions
1. Owning, establishing, operating, and maintaining facilities for the production, transmission and distribution of electricity and water. 2. Producing, transmitting, distributing, and selling electricity and water, and organizing their operations. 3. Carrying out the work of delivering electricity and water to users and consumers. 4. Developing the necessary plans and programs to develop stations, facilities, and networks. 5. Establishing rules regulating the work of electrical connections and water installations to various places, buildings, and facilities, monitoring their implementation, and granting the necessary licenses for that. 6. Proposing standards and specifications for electrical and water materials and devices. 7. Providing services and consultations in the field of its activity. 8. Establishing companies on their own. Or with others, or own existing companies or contribute to them, whether at home or abroad, to carry out work that falls within the scope of the Corporation's jurisdiction, after obtaining the approval of the Council of Ministers. 9. Contracting with companies or entities that engage in businesses similar to theirs or that may assist them in achieving their objectives or participating with them in any way, whether at home or abroad. 10. Planning and managing water resources, implementing well projects, monitoring them, and issuing the necessary licenses for drilling. 11. Issuing licenses related to the management and inspection of groundwater resources. 12. Issuing licenses to establish electricity generation and water desalination plants, and to engage in electricity and water transmission and distribution activities. 13. Preparing studies and research in the field of applying the uses and development of new and renewable energy.	• Customer centricity – Placing customers at the heart of our decision making • Performance and responsiveness – ensuring high standards of efficiency and effectiveness in meeting our business and stakeholder need • Teamwork – working in an open, collaborative, and trusting matter to deliver out corporate objectives • Transparency – undertaking business activities in an open and transparent manner to foster trust • Loyalty – Remaining faithful to our business by supporting its objectives and being proud of its achievements	• Asset • Operational • People • Commercial • Customers • Environmental and social excellence

Sustainability at **KAHRAMAA**

Governance

KAHRAMAA's governance system and mechanisms are based on integrity, accountability and enhancing confidence amongst our stakeholders with regards to the efficiency of electricity and water use and preserving Qatar's natural resources.

His Excellency Eng. Saad bin Sherida Al Kaabi oversees and approves KAHRAMAA's strategic direction as the head of our governance body and Minister of State for Energy Affairs. Our President, Eng. Essa Bin Hilal Al- Kuwari, is responsible for the management of the activities of KAHRAMAA, including sustainability performance, critical concerns and decision making. Critical concerns are communicated to the highest governance body through the quarterly corporate performance review meetings.

We have a dedicated Sustainability Committee which is comprised of representatives from KAHRAMAA's various departments who are responsible for meeting and tracking designated sustainability KPIs.

KAHRAMAA ensures our operations are managed in line with the best international practices through the adoption of standards such as ISO 9001:2015. ISO 9001 verifies the alignment of our operations with the objectives set by the standard and defines the processes to implement our strategies and clarify our necessary governance.

GRI 2-5 | GRI 2-9 | GRI 2-10 | GRI 2-11 | GRI 2-12 | GRI 2-13 | GRI 2-14 | GRI 2-16 | GRI 2-17 | GRI 2-18

Sustainability goals

GRI 2-23 | GRI 2-24 | GRI 2-27 | GRI 205-2

Embedding sustainability through strategies and policies

Our internal sustainability strategies have been established in alignment with national strategies, as well as our corporate Long-Term Strategy 2030. These seek to support our sustainability ambitions while driving efficiency and improvements across our operations.

This year we have also been working to develop our KAHRAMAA Sustainability Roadmap. We have benchmarked ourselves against regional and international peers to identify leading practices in the industry and set our business up to achieve its mission to provide "high-quality and sustainable electricity and water for better living in Qatar". As part of this work, we have also developed our ESG framework in alignment with TCFD, and issued our first ESG report, 2022. This year has seen the introduction of the ISSB framework which combines several reporting frameworks into one, including TCFD and GRI reporting. We have continued to work closely with our internal stakeholders to implement this framework and prepare our ESG Report 2023 in line with TCFD and will begin our cohesion of both Sustainability and ESG reporting in 2024 in agreement with ISSB requirements.

Policies and codes

- **Bribery and Anti-Corruption Code** - Sets provisions for anti-bribery and corruption and the consequences of the act made by any public officer.
- **Conflict of Interest Code** – Establishes our expectations and processes to avoid any conflict between our personal interests and our Company's interests.
- **Code of Business Conduct** – Sets our standards for honest and ethical conduct within our daily work.
- **Business Continuity Management Policy** - Ensures the continuity of critical business processes in the event of a disaster, by enhancing personal preparedness and timely response to potential emergencies.
- **Health & Safety Policy** – Ensures health, safety, and conservation of the environment in all areas which fall under KAHRAMAA operations.
- **Water Security Policy** - Ensures and strengthens water security to establish a resilient foundation for sustainable water resources management in line with the desired socioeconomic development and prosperity for present and future generations.

Strategies

- **Asset Management Strategy –** Ensures the optimal design, construction, and management of assets in line with national strategies.
- **Electrical Vehicle Strategy –** Guides the installation, operation and maintenance of charging stations in Qatar.
- **Qatar National Renewable Energy Strategy (QNRES)** – Provides a roadmap to enhance Qatar's Renewable Energy sector, including guidelines, industry standards, technological evaluations, market assessment, and regulatory framework.
- **Water Strategy 2030** - Manages all the waters available and accessible to Qatar in order to ensure a water-secure future and to support of Qatar's socioeconomic development and competitiveness.
- **CSR 2030 Strategy** - Aims to embed social responsibility into KAHRAMAA's business operations to contribute to a responsible society.

Internal Reporting

KAHRAMAA have been reporting our sustainability performance annually since 2013, utilizing the GRI framework. This framework enables us to provide a comprehensive insight into our performance, initiatives, and commitments for our stakeholders. The Conservation and Energy Efficiency Department is responsible for producing and reviewing sustainability reports on behalf of the President.

Each department is responsible for performing, monitoring and reporting set sustainability KPIs that cover Stakeholders, Financial, Internal, Sustainability, and People. These KPIs are reported and reviewed during our quarterly corporate performance reviews by the internal audit team.

Internal audits

KAHRAMAA ensures our operations are managed in line with the best international practices through the adoption of standards such as ISO 9001:2015. ISO 9001 verifies the alignment of our operations with the objectives set by the standard and defines the processes to implement our strategies and necessary governance.

KAHRAMAA undertake internal audits on an annual basis. These audits help us to identify shortfalls and areas for improvement which our departments are expected to action within allocated time periods. All departments are also required to submit quarterly performance reports, outlining their progress against their KPIs and thier plans for the coming quarter.

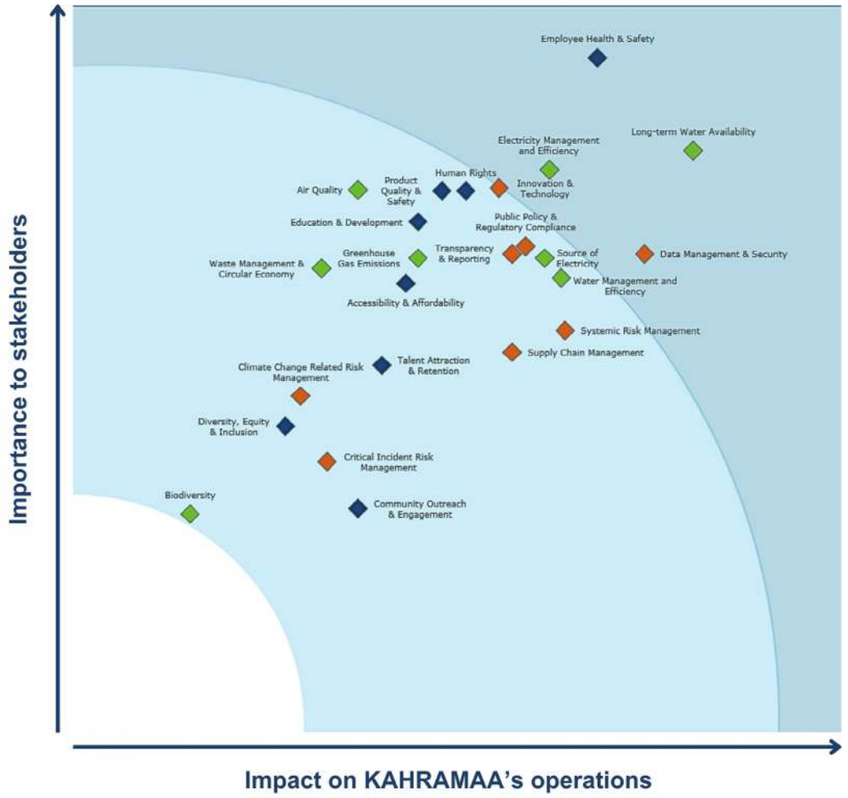
GRI 2-5 | GRI 2-9 | GRI 2-12 | GRI 2-14 | GRI 2-23 | GRI 2-25 | GRI 2-27

Roadmap to Quality Excellence

The importance of quality can be seen through our 'Roadmap to Quality Excellence' event on 8th November Kahramaa Awareness Park, consisting of several presentations on quality awareness, innovative practices, technical, and management. The event was hosted by our Planning and Quality department to align with the International Quality Month and aimed to shed light on the critical role that quality plays in KAHRAMAA's success. 115 participants attended, including engineers, consultants, contractors, and technical specialists, developing their professional capabilities and supporting the achievement of highest quality standards across all our business functions and service offerings.

Materiality Matrix

It is essential that KAHRAMAA understand the sustainable material topics that matter most to our suppliers so that we can reflect and demonstrate these in our performance objectives and operations.



Categories : SASB

ENVIRONMENT

1. Long-term water availability
2. Electricity management and efficiency
3. Water management and efficiency
4. Source of electricity
5. Greenhouse gas emissions
6. Air quality
7. Waste management and circular economy
8. Biodiversity

Social

1. Employees health and safety
2. Human rights
3. Product quality & safety
4. Education & development
5. Accessibility & affordability
6. Talent attraction & retention
7. Diversity, equity & inclusion
8. Community outreach & engagement

Governance

1. Developing innovative smart technologies
2. Strengthening financial performance
3. Public policy
4. Regulatory compliance
5. Physical impacts of climate change
6. International benchmarking
7. International cooperation

Stakeholder engagement

Stakeholder Group	KAHRAMAA Engagements
	Developers • Public reports • Shareholders' Rights Policy • Investor Relations • Global Anti-bribery & corruption • Policy and Procedures
	Employees/ leadership • HR Policy • Training and development program • Training needs analysis • Employee satisfaction surveys
	Regulating bodies • Internal audit • Stakeholder meetings and open dialogue • Public reporting • Working closely with regulators to develop improved standards
	Customers • Social media channels • Visitor tours • Website • Call centre • Electronic mail • Tarsheed

Membership and associations

KAHRAMAA is an active member of several national and international organizations and industry associations. We perceive these associations as platforms to connect with our peers, learn from best practices and collaborate towards a sustainable future.

National

- Arab Union of Electricity
- GCC International Council on Large Electric Systems (CIGRE)
- GCC Benchmarking Committee
- Arab Union
- Permanent Water Resources Committee
- Conservation Media Committee
- Renewable Energy Committee
- Experts Municipality Follow-up Committee
- Gulf Cooperation Council Interconnection Authority (GCCIA)
- GCC Electricity & Water Conservation and Customer Service Committee
- Arab Renewable Energy & Energy Efficiency Committee
- General Security Committee
- Cyber Security Committee
- Civil Bureau
- Qatar Research, Development and Innovation Council (QRDDI)

International

- International Council on Large Electric Systems (CIGRE)
- Water Museums Global Network through KAP

KAHRAMAA also continues to support the efforts of several entities operating in the country by signing more than 100 memorandums of understanding to drive innovation and collaborate towards a sustainable future. Some examples from 2023 include:

Earthna partnership to drive innovation and action towards energy and water efficiency in our operations

Doha Institute to invest in available opportunities and joint work in research fields and various scientific and training events to drive sustainable improvements in our operations and supply chain

Ooredoo to support the digitization of water meters, improving our customer billing and customer awareness of their consumption

Ministry of Interior towards improving Qatar's access to sustainable transportation including EV charging station

Abiding by local law

Our business operates in line with Qatari laws and regulations, including but not limited to:

- **Law No. 14** of 1971 on crimes related to public health, safety, comfort, public discipline, and public moral.
- **Law No. (11)** Of 1979 On Protecting Public Facilities Of Electricity And Water
- **Law No. 20** of 2002 on the control of tobacco and its derivatives
- **Qatar Labor Law (14)** – 2004
- **Law No.19** of 2004 for Wildlife and Habitat Protection
- National Environment Protection Law (30) – 2002 & Decision No (4) for Year 2005
- Civil Service and Housing Minister resolution No. 19 of 2005
- Supreme Council of Health specifications and guidelines
- Civil Service and Housing Minister resolution No. 18 of 2005
- Civil Service and Housing Minister resolution No. 20 of 2005
- Qatar Traffic Law No. 19 of the Year 2007
- **Law No. (26)** Of 2008 On Rationalization Of Electricity And Water Consumption
- Emiri Resolution No. 45 of 2009 Organising the Qatar General Electricity and Water Corporation (KAHRAMAA)
- **Law No. 8** of 2009 on Human Resources Management
- No. 42 of 2011 by the Council of Ministers on Amending the Organisation of Certain Administrative Units that Comprise the Qatar General Electricity and Water Corporation (KAHRAMAA) and the Determination of its Competencies
- Civil Defence Law No. 19 of year 2012
- Emiri Resolution No. 35 of 2014 Organising the Qatar General Electricity and Water Corporation (KAHRAMAA)
- Qatar Construction Specifications – QCS 2014
- **Law No. (24)** Of 2015 Tenders and Auctions Law
- Emiri Resolution No. (46) of 2015 amending some provisions of Emiri Resolution No. (35) of 2014 regulating the Qatar General Electricity and Water Corporation
- **Law No. (4)** Of 2018 Organizing The Electricity And Water Service Connection
- Cabinet Decision No. (16) Of 2019 On Issuing The Implementing Regulation For The Law Organizing Tenders And Bids
- **Law No. (2)** Of 2021 Organizing The Collection Of Electricity And Water Tariffs
- Resolution Of HE The Minister Of State For Energy Affairs No. (2) Of 2022
- Council of Ministers Decree (11) of 2022 Amending the Executive Regulations of Tenders & Auctions Law (16) of 2019
- No. (2) of 2022 - reestablishes the rules regulating the work of electrical connections and water installations and the conditions for granting and renewing licenses to practice these endeavours.

We run workshops with our consultants and suppliers to raise awareness of any changes or additions to policies and the impact on their roles and our operations. For example, the National Program for Conservation and Energy Efficiency, Tarsheed, held several workshops with our electrical suppliers and contractors to familiarize them with the new regulations for air conditioners. Following this, we mutually agreed the grace period for their appliances to be updated in line with the new regulatory requirements.

Enterprise **Risk Management**

Risk Management is a critical aspect of our corporate governance, ensuring the identification and assessment of potential risks that could impact KAHRAMAA's ability to deliver services for our customers whilst also ensuring compliance to internal and external regulations. KAHRAMAA's risk management approach focuses on identification and assessment of risks, as well as proactive implementation of controls and mitigation measures. Our risks are categorized according to six levels ranging from insignificant to catastrophic.

Our dedicated risk management team are responsible for setting and implementing our risk management approach in line with ISO 31000. The Risk Officer and the Risk Management Committee act on behalf of our President to manage all activities related to risk management. Our departments report on their risks by including them in our corporate risk register, which is reviewed annually by the Risks team to prioritize a maximum of five risks per department. These prioritized risks are reviewed by our Risk Committee, comprising representation from HSE, Finance, IT, PQ, ENA, WNA and Shared Services departments, and the President of KAHRAMAA, to finalize the overarching corporate risks.

We also have designated teams that review upcoming environmental and development changes in Qatar, to ensure our operations are appropriately prepared to manage these changes:

- **Weekly forecasts** are carried out by the System Control team to identify weather changes and upcoming events that need to be accounted for within our Electricity and Water Networks
- **1-year network forecasts** by the Operational Planning team
- **5-year network forecasts** by the Electricity Networks Planning team
- **10-year demand forecasts** by the Power & Water Production Planning & Water Resource team.

Business Continuity Management System

KAHRAMAA's integrated Business Continuity Management System (BCMS) and supporting policy ensures the continuity of critical business processes. Our system is certified by ISO 22301 for Business Continuity Management Systems and is led by our President, alongside the Critical Shared Services Director as BCMS Steering Committee, and Public Relations department as the Crisis Communication Team. All KAHRAMAA sites have designated directors appointed as crisis management coordinators, supported by General Services and Health, Safety and Environment departments as Emergency Response teams, and Information Technology leads to support any IT Disaster recovery.

Business conduct

KAHRAMAA Code of Business Conduct (COBC) embeds our commitment to operate ethically and legitimately in line with Qatar's policy regulations. Our COBC guides our ethical approach and expectations of our day-to-day operations by focusing on areas such as conflict of interest, gifts, and hospitality, managing sensitive information, non-discrimination, customer relationships, health & safety, and diversity. These standards are further supported by our Bribery and Anti-Corruption Code, and Conflict of Interest Code. Our Legal Affairs Department is responsible for tracking any violations related to corruption or conflict of interests. During the period of 2023 we have had no confirmed incidents of corruption and no issues with non-compliance in the marketing of our services.

To ensure the transparency of conducting business, our employees are required to sign an annual disclaimer form to acknowledge the receipt of any gifts, kinship, conflict, or compatibility of interests. We also have a submission box to report any sense of violation of work procedures observed by our employees during work, which is reported directly to the Internal Audit team.

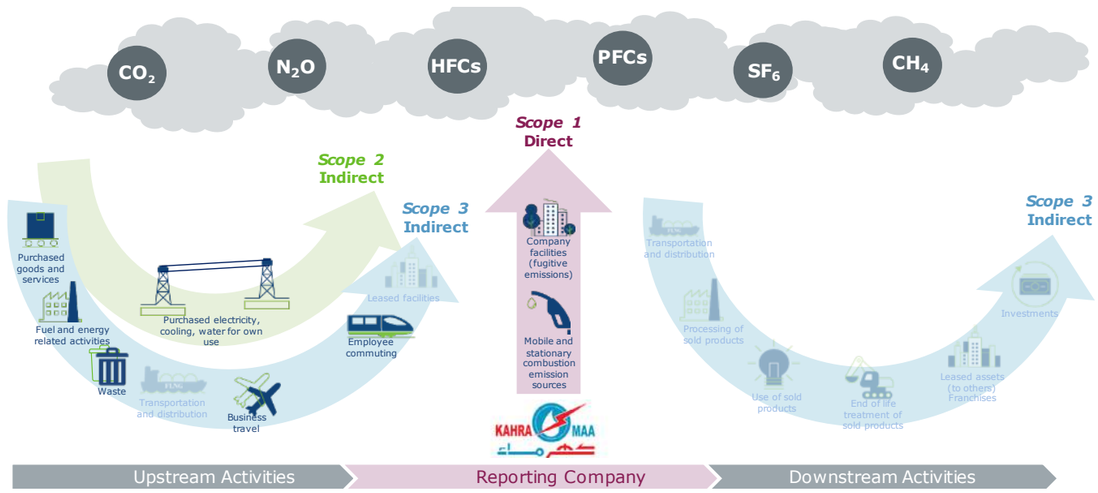
Sustainability Performance

Environmental Performance

Carbon footprint

Our carbon assessment has been conducted in line with the Greenhouse Gas (GHG) Protocol, the internationally recognized greenhouse gas accounting standard that supports the measurement and management of greenhouse gas emissions. This was used to determine the applicability and boundary for emissions associated with KAHRAMAA operations.

In line with this methodology, the carbon footprint of our 2023 operations is outlined below. This year we have seen an increase of 915,991 tCO_2e compared to our 2022 baseline year. This increase reflects the ever increasing demand for electricity and water in the country. We are working towards a more sustainable future, utilizing our ESG roadmap to shape how we reduce our impact on the environment.



In line with this methodology, the carbon footprint of our 2022 operations is outlined below. These results will form the baseline of our annual carbon assessments going forward. The figures below represent the contribution of each category to the total emissions.

Scope + emissions	Category	Data granularity	Total tCO_2e	Total $MtCO_2e$
Scope 1	Fugitive emissions	Medium-granularity	59,323	59
	Mobile & stationary combustion emission sources	High-granularity	7,134	7
Scope 2	Electricity	Low-granularity	288,843	289
Scope 3	Purchased goods and services	High-granularity	15,471	15
	Capital goods	High-granularity	4,321	4
	Fuel and energy related activities	High-granularity	35,095,568	35,096
	Waste generated in operations	Medium-granularity	2,160	2
	Business travel	High-granularity	477	0.5
	Employee commuting	Medium-granularity	113	0.1
Total emissions from KAHRAMAA's operations and assets (tCO_2e) =			35,473,410	35,473

GRI 305-1 | GRI 305-2 | GRI 305-3 | GRI 305-4 | GRI 305-5 | GRI 305-6 | GRI 305-7

Waste Management

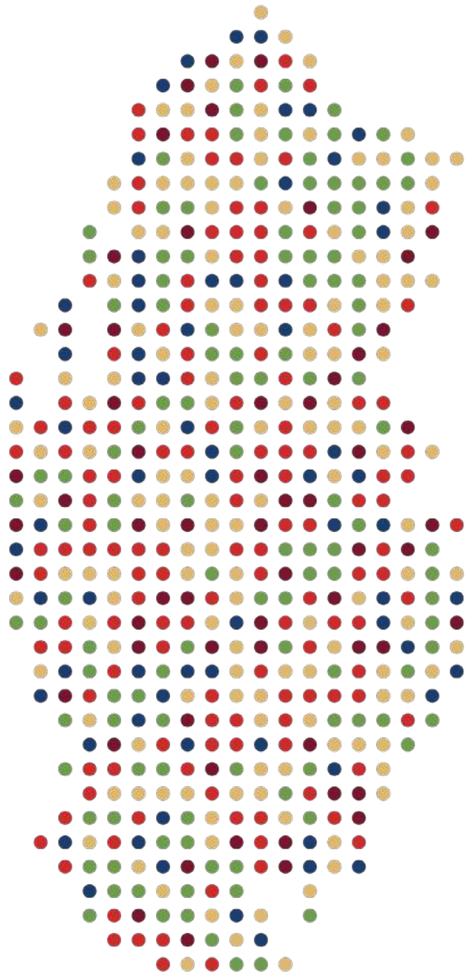
Our waste management approach is focused on reducing and recycling our waste where possible to prevent pollution and protect the environment. The majority of our waste is scrap, paper, and plastic. We have stringent procedures in place to ensure any hazardous waste is safely disposed of in line with Law No. 30 of 2002 Promulgating the Law of Environment Protection, Qatar Construction Specifications 2014, and our Hazardous Waste Management Services Agreement with QE. This year is the first year we have started tracking hazardous waste. This year we have achieved a reduction in our waste generation through our efforts to digitize our documentation and processes across KAHRAMAA.

Waste types	Quantities produced in 2022	Quantities produced in 2023
Landfill waste	4,033.75 metric tons	3,925.73 metric tons
Plastic recycling	3.22 metric tons	2.55 metric tons
Paper and board recycling	9.93 metric tons	7.14 metric tons
Office paper	4.35 metric tons	0.00 metric tons
Hazardous waste	-	56.49 metric tons

Environmental protection within our operations

In line with Qatari law, KAHRAMAA ensure the protection of the areas in which we operate. In 2004, Law No.19 for Wildlife and Habitat Protection was issued, establishing 12 nature reserves and conservation areas to protect Qatar's ecological systems. Our sites are situated adjacent to several of these nature reserves, including Al Rayan, Al Thakhira Reserve, and Al Sheehaniya Reserve. Any maintenance or development works conducted in these protected areas requires permits from the government to progress, cannot involve any excavation and enforces any removed plantation to be re-planted with the same species. In line with the Environmental Protection Law No.30, an Environmental Impact Assessment study is required in certain cases to obtain a working permit, detailing the impact on the environment and how they will be mitigated. Where approval is not obtained, we divert our service routes around the protected area.

Our consultants are also required to undertake a Preliminary Environmental Review prior to commencing their works in order to identify, evaluate and mitigate real or potential impacts (positive and negative) across design, construction, commissioning and reinstatement. The report and project procedures are submitted to KAHRAMAA for comment and approval prior to work commencing.



Water

Climate change continues to pose challenges to water security across Qatar, threatening to disrupt our operations and hinder the provision of essential services. We are implementing a variety of initiatives to reduce water losses and consumption where possible, ensure high-quality of our water, and improve our operational efficiencies.

	2022	2023
Water production Mm³	661.76	659.59
No of Water Customers (Billed & non-billed)	426,738	4441,202
Biological water quality (% YTD)	99.50	99.4%
Total water losses (% YTD)	18.73	20
Real losses (%)	5.74	5.71
Connected smart water meters (%)	0	2.14
Water strategic storage (days)	-	5.25

Water quality

This year we have achieved a biological water compliance of 99.4%. This has been supported by the implementation of several new controls, including real time water quality monitoring system through SCADA, water quality sampling plan from source to distribution, and seawater radiation monitoring. We have also established a Comprehensive Risk Management approach which includes mitigation plans for Water Contamination risk, as well as a response plan for water contamination related emergencies under KAHRAMAA's Business Continuity Management System (BCMS), ISO 22301:2019.

Smart water meters

We are working in collaboration with our IT department on our smart water meters project, one of our key initiatives to support Qatar's digital transformation. This year we have signed a new agreement with Ooredoo, the leading telecommunications company in the State of Qatar. This agreement boosts a 75+ Million QAR investment to establish a comprehensive communications network to enable support our project in gathering real-time monitoring, control, and billing. For our customers, this will support in generating an understanding of personal water usage, provided bill estimations, and encourage behavior change to reduce consumption and cost.

This year we completed our Ezdan AMI Water Meter Pilot Project which seeks to trial connecting smart water meters to AMI infrastructure. Implementation of this project will complete in Q3 2024, enabling 95% of the smart water meters to be ready for billing. These smart meters will support in obtaining vital data to support billing, water network enhancement and loss collection towards achieving modern and technologically advanced water network infrastructure.

Water losses

Water losses will improve as apparent losses fall from better meters and more actual readings. We are working to update water meter data by minimizing estimated readings, capturing water meter readings and replacing bulk meters. This year we have reported 5.71% real losses across our network, this is a decrease from last year.

Electricity

This year we have seen increasing energy demand due to the AFC Asian Cup 2023 and population growth. KAHRAMAA has played a pivotal role in meeting this increasing demand, whilst encouraging reductions in electricity consumption and encouraging clean energy improvements. As compared to 2022, there has been a net distribution of electricity increase of 3.16 %. This increase can be atributed to not only to new customers, but also to infrastructure development, change in weather conditions, adaptation of large scale farming technologies, and idustrialization.

	2022	2023
Generated (GWh)	54.623	56,250
Maximum demand (MW)	9,400	9,805
No of customers by m (billed and non-billed)	491,308	504,685
System minutes lost (min)	0.1074	0.45
Connected smart electricity meters (%)	56.16%	80.86
Total electricty losses (%)	6.52%	6.1%
Distribution losses (%)	-	4.27%

Resolution No. (2) of 2022

Resolution No. (2) of 2022 came into effect on 4th October 2023, reestablishing the rules regulating electrical connections and water installations work and the conditions for granting and renewing licenses to conduct this work. KAHRAMAA has ran workshops and examinations for our contractors to remain vigilant to these regulatory changes. We have also introduced a testing and licensing procedure specifically designed for individual electricians and plumbers carrying out maintenance work, enabling them to operate their businesses in a legal and approved manner. KAHRAMAA will publish a comprehensive list of all accredited contractors and individuals on our official website to enhance accessibility for our stakeholders.

Smart meters

We continue to progress with connecting smart meters to improve our access to real time data. This year we have experienced challenges due to cellular network cover, site issues and delays in supply materials. Despite this, we have completed 80.86% of our smart meter upgrades, a substantial improvement from 56.16% at the end of 2022. 97% of our smart meters are automatically set up for billing to enable efficiency and consistency for our customers.

Renewable energy

This year we have continued to develop the Qatar National Renewable Energy Strategy (QNRES) alongside 22 key energy stakeholders in Qatar. QNRES aims to increase and diversify the utilization of renewable energy sources in Qatar, specifically solar energy, to achieve large-scale renewable power generation to 4 GW by 2030. KAHRAMAA will be leading the implementation of the QNRES upon its release in 2024, working closely with all public and private sector stakeholders to support the achievement of the strategy and targets.

Qatar has set an ambition to reach 4GW of power generation from renewables by 2030 under the QNRES. In support of this, KM has connected Al-Kharsaah solar power plant with 800MW capacity to the main electricity grid, contributing to 3.2% share of renewables within the installed capacity. KM also plans to connect Qatar Energy Solar projects in future with an estimated capacity of 875 MW.

Siraj 1 PV Power Plant

KAHRAMAA have a 25-year Power Purchase Agreement with Siraj1 to meet 10% of peak demand for electricity in Qatar, sourced from Al Kharsaah solar power plant. Inaugurated in October 2022 with a capacity of 800MW, the project of 800MW Al Kharsaah photovoltaic (PV) power project is Qatar's first large-scale solar power plant and will support the reduction of emissions by 26M tons of CO2e.

Audit Handbook for Energy Practitioners

In November we launched our 'Audit Handbook for Energy Practitioners' in collaboration between Tarsheed and The Gulf Organization for Research & Development (GORD). The handbook offers a practical guide for energy practitioners involved in auditing both commercial and residential buildings. This will align Qatar's energy transition objectives with Qatar National Environment and Climate Change Strategy (QNE) and Qatar National Climate Change Action Plan (QCCAP). It provides practitioners with the necessary tools and knowledge to assess energy consumption, and identify potential savings.

Ras Abu Fontas Power Plant Operation Agreement

This year we extended our 20-year operation agreement between KAHRAMAA and Qatar Electricity and Water Company (QEWC). The Ras Abu Fontas (BA) power plant is one of 6 plants that form the Ras Abu Fontas Complex, which was inaugurated in 2002. The agreement will support in ensuring the continued supply and operation of electricity and water desalination to meet the growing energy needs.

District **Cooling**

Cooling accounts for 65% of Qatar's peak electricity demand, identifying large opportunity to reduce our carbon footprint and electricity consumption. District Cooling (DC) technology can save 30-40% in electricity consumption. Centralized chiller plants that use water cooling are the most efficient way to meet the demand for cooling load in terms of electricity consumption. However, the use of water-cooled chillers can pose threat to the scarcity of water resources in the region. In 2013, Qatar issued the Permanent Water Resource Committee (PWRC) to prohibit the use of desalinated water for cooling.

KAHRAMAA continue to support Qatar in regulating the DC market and driving sustainable innovations to reduce the impact of cooling technologies. Whilst KAHRAMAA do not own or lease any district cooling assets, our business has KPIs to ensure operational efficiency standards are maintained across the country.

	2022	2023
Number of operational District Cooling plants	57	70
Operational peak district cooling load (TR)	647,611	760,322
DC plant installed cooling capacity (TR)	1,153,000	1,153,000
Number of operations plants using TSE water for cooling purpose	32	38
Potable water used for DC plants	4.7	4.4
TSE water used for operation DC plants (mm3/year)	14.4	16.3

KAHRAMAA have supported the conversion of Qatar's DC plants to utilize treated sewage effluent (TSE) instead of potable water, including sea water and TSE. With the support of Ashghal, 40 out of 70 of Qatar's DC plants are currently operating with 16.27M M3 of TSE water per year. This accounts for 80% of the DC water use originating from non-potable water.

Advantages of DC

- **Centralized Large-Scale Cooling:** By centralizing the production of chilled water, we achieve economies of scale and enhanced Electricity and water efficiency, surpassing the capabilities of several smaller, individual air conditioning systems.
- **Energy Efficiency Enhancement:** The DC system offers a significant reduction in cooling-related electricity consumption by up to 40%, thereby improving energy utilization through the deployment of advanced, integrated systems.
- **High Reliability:** The DC system provides a cooling supply that is both more dependable and stable, resulting in fewer instances of downtime and maintenance complications compared to standalone Conventional air conditioning units.
- **Environmental Benefits:** DC Systems Can achieve over 40% reduction in CO2 emissions, contributing to a decrease in greenhouse gas outputs and a lower carbon footprint.
- **Advanced Infrastructure:** The DC system uses advanced technologies, such as thermal energy storage (TES), SCADA monitoring and controls to regulate cooling demands. TES ensures more efficient operations during peak Electrical usage periods and alleviates strain on the power system .

Lekhwiya Camp

Lekhwiya Camp is the first Global Sustainability Assessment System (GSAS) certified district project in Qatar, achieving 4 stars for its green building practices. The mixed-use development covers 3,261,844m2 includes an onsite DC Plant boasts a 40,000 tons cooling capacity, utilizing TSE provided by Ashghal. The cooling plant wastewater is used for landscape irrigation.

West Energy Centre

KAHRAMAA visited the West Energy Centre to ensure adherence to the district cooling code, key performance indicators and cooling standards approved during the design and construction phases. The center operates with a cooling capacity of 12,500 tons, providing cooling services to several medical and administrative facilities. Due to the nature of its use, this DC plant cannot use TSE water, however its four energy transfer stations are equipped with a state-of-the-art monitoring and control system to ensure seamless and efficient operation.

Tarsheed

The Conservation and Energy Efficiency department are responsible for the National Programme for Conservation and Energy Efficiency (Tarsheed). This year, we have conducted several projects and initiatives to support in improving KAHRAMAA's sustainability performance and our supply chain. We have achieved reductions in electricity and water consumption since 2022, despite Qatar's population hitting its highest record to date of 3,057,507 people. This is a significant reduction compared to 2022 household electricty which was 20 kwh/person/day. Household electricity per capita consumption is 16.90 kwh/person/day and water are 232.50 litres/person/day.The saving compounded by all initiatives/projects amount to 548.3 GWh electricity, 35.84 Mm3 water, and 638,275 ton of carbon emissions.

Tarsheed are committed to building Qatar's understanding, commitment, and action towards achieving sustainable outcomes. To support this, we have signed two partnership agreements to support in driving innovation and collaboration towards achieving our goals:

1. In April 2023 we signed a collaborative agreement with Earthna Centre, a member of Qatar Foundation, in a collective bid to bolster sustainability endeavors. The collaboration aims to develop public policies focused on electricity and water sustainability, and energy efficiency within Qatar. Our agreement outlines ten key initiatives aimed at fostering innovative research and development projects that promote energy efficiency, reduce electricity, and water consumption, and minimize harmful carbon emissions, including the Environmentally Friendly Schools Initiative and Green Key certification for hotels.
2. In October 2023, we embarked on a partnership with Ooredoo, Qatar's leading telecommunications company, agreeing 75,548,400M QAR investment to drive smart metering across our water services. This robust network will furnish KAHRAMAA with vital data encompassing diverse aspects such as billing, water network enhancement, loss collection, and other critical information at the management and control levels. This strategic undertaking aligns seamlessly with the Corporation's endeavor to modernize the water network infrastructure across different regions of the country.

KAHRAMAA is dedicated to establishing the necessary infrastructure to support electric vehicles across Qatar. Boasting the launch of over 160 swift chargers, the Corporation is steadfast in its mission to commission 300 units by the close of 2024, with an ambitious target of 600 units come 2025. We are also working to establish high-speed chargers at strategic locations nationwide to encourage sustainable transportation. In August 2023 we collaborated with the Ministry of Interior to install a high-speed EV charging station with 100kWh capacity at the General Traffic Department's office, providing the capability to charge two vehicles simultaneously within less than 20 minutes. The location of this charger provides a symbolic representation of our shared vision for sustainable mobility. In line with this goal, KAHRAMAA has aquired a fleet of 50 EV light vehicles, which acounts for 9.54% of our total fleet.

KAHRAMAA launched the MyTarsheed application last year with the purpose of giving the public data on their personal consumption and daily advice on how to reduce it. We ran several competitions early in 2023 to encourage electricity and water savings. We distributed plants to the customers with the most points, collected through the reduction of their daily consumption of water and electricity, as a reward for the adoption of a more sustainable lifestyle. The Tarsheed app has 2,948 users, who accesed the app 21,253 times over the passed year. Individuals using the MyTarsheed Application saw 5% energy consumption reductions.

Events

Tarsheed summer camp

We participated in the Summer Camp this year through the National Campaign for the Conservation and Efficient Use of Water and Electricity in Qatar "Tarsheed". The camp lasted for three weeks and were full of fun educational activities and workshops. This program is one of great importance to us as it introduces children to important educational subjects using interactive and engaging methods that produce positive outcomes for the children.

WISE DLD

We participated in the WISE DLD festival that took place in Msheireb to introduce and educate the public about the importance of the UN Sustainable Development Goals adopted by Tarsheed. We also conducted workshops centered around the making electric vehicle and held storytelling sessions to help raise awareness of the importance of rationalization in electricity and water.

Tarsheed Carnival

The Tarsheed Carnival is an annual event organized by the National Program for Conservation and Energy Efficiency. The carnival includes numerous events and activities, as well as a sustainability bazaar where small home businesses can sell their sustainable products to a large audience. This year, the carnival was spread across four different locations: KAHRAMAA Awareness Park, Msheireb, Oxygen Park, and Aspire Park. One of the main activities was a treasure hunt where participants were required to solve questions related to sustainability and resource efficiency and rationalization to progress from one station to the next and win the prize. The event was designed to attract a large and diverse group of people and was aimed to raise people's curiosity and knowledge of the positive impact rationalization and resource efficiency can have on the environment.

Ask Tarsheed

Our "Ask Tarsheed" competition was launched during Ramadan forming part of our 'Stay at Home and Act Sustainably' campaign to increase awareness of efficient use of electricity and water in the community and increase interest in high-efficiency devices and technologies. We conducted a series of lectures on how to reduce electricity usage, launched five interactive workshops for children and telecast the competition episodes on Qatar TV and our socials every day. The educational topics covered include Recycling, building a home greenhouse, growing houseplants, and hand washing with no waste.

Corporate Social Responsibility and **Public Relations**

GRI 2-23 | GRI 2-24 | GRI 2-25 | GRI 2-26 | GRI 2-27 | GRI 2-29 | GRI 413-1 | GRI 413-2 | GRI 418-1

KAHRAMAA is committed to ensuring the satisfaction and protecting the privacy of customers, endeavoring to improve the services we provide. We have two established departments to manage our community engagements - Corporate Social Responsibility (CSR) and Public Relations (PR).

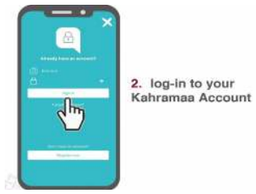
Corporate social responsibility

We align our CSR initiatives with the UN Sustainable Development Goals and view CSR as a lasting investment that strengthens our operations, risk management, talent attraction, and reputation. Our CSR approach is rooted in our tradition of community involvement and environmental stewardship. This year we developed our CSR Strategy 2030, built around four pillars: Education, Societal outreach, Environment, and Health, safety and wellbeing. This strategy seeks to embed social responsibility into our business operations, in alignment with QNV 2030. This has supported us in surpassing our internal Corporate Social Responsibility Index by 11%, with significant efforts being placed into education, societal outreach, environmental and training initiatives across 2023.

Pillar	Education	Societal Outreach	Environment	Health, Safety, And wellbeing
Definition	To empower the next generation by providing education opportunities related to KAHRAMAA's work and broader goals of sustainability and community development.	To nurture a strong and positive connection with our community by implementing inclusive and impactful initiatives that address their needs.	To achieve a positive and measurable impact on the environment through the engagement with our community	To enhance the physical, mental, and social wellbeing of our community
Initiative	• KAHRAMAA awareness park visits • Engineers Day • Work experience program • As part of the Water quality laboratory – Education Lab visits, we hosted 519 students and 56 supervisors to participate in our educational and awareness raising activities about the importance of water, the necessity of preserving it, methods of examining it, and its scientific quality.	• Distribution of Eid Al Fitr gifts at KidZania • At exhibition for hearing impaired artists for International Day for Sign Language • Khutwa program to train new employees and provide access to learning opportunities to accelerate their skills and expertise development and raise the organization and individuals' performance levels to enable the achievement of future ambitions and strategic objectives	• Earth Hour by switching off all the lights across our various buildings and inviting the public to do the same. • Distributed refillable bottles for World Water Day • KAHRAMAA pavilion at Qatar EXPO to educate all visitors on the importance of sustainability, and energy efficiency. • In collaboration with Msheireb Museums, we organized a day full of learning, art and interactive activities centered around the importance of preserving the Ozone layer	• Ramadan Padel Competition • World table tennis day • Breast Cancer Awareness in collaboration with Qatar Cancer Society • Qatari Women's Sports Committee events for Women's Day • Participating in Qatar's National Sports Day

Public relations

We conduct several surveys to obtain customer feedback across our operations. Our customer surveys are issued annually through an accredited third party to measure the satisfaction of our customers and subscribers (i.e., government, hotels, factories). We have seen a substantial improvement in our customer complaints of 8.26 complaints per 1000 customer, compared to our target of 10 per 1000 customer. Our social media complaint rate decreased by 28.03% as compared to the year 2022 and our average complaints resolution time is 2.3 hours. Our customers are generally satisfied with our services, scoring us 76% in customer satisfaction. However, there is opportunity for us to improve customer experience and at touchpoints such as billing experience and complaint management for our commercial and residential customers. We are hoping our new Customer Services hub and KAHRAMAA mobile application will support in improving these scores by providing in person support for customer service needs.
This years' initiatives:



KAHRAMAA customer application

Our app came first in competition for the best smartphone application in the Gulf region. This prestigious accolade is a testament to the tireless efforts of our dedicated teams to spearhead the digital transformation within KAHRAMAA. The application ensures a seamless and practical experience for our customers, allowing them to request services anytime, anywhere. A new chatbot feature enhances customer interaction, and the application allows the customer to customize their preferred services for easy access. This initiative aligns with Qatar's prioritization of digitization within QNV 2030 and QNDS III.

Bulk Customers Customer Service Hub

In August we opened our new customer service hub in the Industrial Area of Doha for Bulk Customers and Companies, showcasing our dedication to becoming a customer centric organization. We have seen a significant increase in demand for electricity and water services from companies and bulk customers as Qatar's economy and industrial market continues to grow. The newly inaugurated center is equipped with advanced smart and automated solutions, specifically tailored to meet the unique requirements and conditions of corporate services, particularly the huge service demands.

Corporate

GRI 2-5 | GRI 2-9 | GRI 2-25

IT

KAHRAMAA ensure the confidentiality and security of their information by operating in line with ISO 27001 – Information Security Management System (ISMS). During the reporting period, KAHRAMAA experienced 25,944 IT incidents against our network. These incidents included web exploits, external scanning towards km.qa, malicious executable payloads, IP threat detection, and WAF potential attacks. There was no impact to KAHRAMAA's network from these incidents however, as all compromised indicators (IPs/URLs/Domains/File Hashes) and malicious email addresses were blocked across KAHRAMAA Security controls. We continue to adopt measures to mitigate such threats:

- **Cyber Strategy Project** - Phase 1 Completion: IT successfully finalized Phase 1 of our Cyber Security Strategy Project, which involved a comprehensive gap assessment for compliance with the National Information Assurance (NIA). Additionally, we developed targeted short-term and long-term roadmaps to ensure continued alignment with NIA standards. The team is on-track to achieve the prestigious NIA certification this year (2024).
- **Vulnerability Assessment and Penetration Testing (VAPT)**: The team conducted extensive VAPT exercises, focusing on Internet of Things (IoT) and shadow IT assets within Kahramaa. These exercises were crucial in identifying and mitigating vulnerabilities, enhancing our overall security infrastructure.
- **Cyber Security Awareness Month**: rolled out Cyber Security Awareness Month, engaging over 750 employees through multiple sessions offered in both English and Arabic. This initiative significantly boosted our cybersecurity culture, empowering employees with the knowledge to protect our critical systems.
- **Audit Observations and Remediation**: Thanks to the team's dedication to timely and effective remediation efforts, IT achieved a 100% closure rate on audit observations in 2023. This demonstrates our commitment to upholding and enhancing our security protocols.
- **Recognition of Excellence**: Our efforts were also externally recognized, with the head of our Information Technology Risk (ITR) section receiving the prestigious Best CISO Award from Protiviti, highlighting exceptional leadership and commitment to cybersecurity excellence.
- **In-House Penetration Testing**: The team initiated a new in-house penetration testing program targeting critical Kahramaa applications. This strategic move is designed to bolster our defenses and ensure the integrity and resilience of our key operational technologies.

Finance

KAHRAMAA financial reporting is conducted annually, covering the January – December period. Our business operates in line with International Accounting Standards Body which supports the assessment of affected reporting areas, performs the necessary calculations and reclassification as per the guidelines, and restates balances and disclosures as necessary. Our combined water and electricity consumption revenue was 14.26B QAR YTD in 2023. This surpassed our target by 862M QAR due to electricity revenue being 5% higher than planned.

	2022	2023
Revenue - Electricity Water (QAR Billion)	13.86	14.26
Net income (QAR Billion)	2.25	3.36

GRI 2-3 | GRI 2-4 | GRI 201-1

Procurement

Our procurement approach is conducted in line with government policy, QNV2030, and QNDS III requirements. These include but are not limited to:

- National origin received 10% preference over similar foreign products
- Give financial benefit and preference to bidders with high in-country value
- Evaluate the performance of suppliers annually
- Share best practices to encourage suppliers to continuously improve
- Require all suppliers to provide workers insurances
- Post any tenders of 500,000 QAR and above on the Ministry of Finance system for transparency

In 2023, KAHRAMAA beat their target to procure 95% of tenders from local suppliers, achieving 100%. Of the 1,322.33M QAR value of all stock procured, 521.65M QAR was for the ENA department, followed by 124.21M QAR for WNA and 4.44M QAR for other departments.

We are currently progressing our Green Supply Chain initiative for 2024-28 to help our suppliers improve their environmentally sustainable practices and reduce emissions. This will involve us engaging with suppliers to assess their current environmental impact and identify areas where they could reduce their carbon footprint. In addition to working with suppliers, the initiative will involve raising awareness amongst our stakeholders about the importance of sustainable supply chains and guidance on how to implement them.

GRI 204-1 | GRI 303-1 | GRI 417-1 | GRI 417-2

Employment

Our Human Resources (HR) team operate in line with Civil Human Resources law which sets standards for employment benefits, human rights, renumeration policies, salaries, and worker welfare. Our employee approach includes but is not limited to:

- All newly appointed employees undergo a three-month probation period
- Ten days sick leave per employee
- Job grades and salaries details are prepared and determined according to the Human Resources Law and cannot be negotiated
- Voluntary retirement can be taken after 25 years of working with us or other government organizations
- 14 hours per month of stress hours to carry out personal jobs
- Employees are provided four months' notice of their retirement commencing
- At least one-month notice is given prior to any operational changes.

KAHRAMAA conducts employee satisfaction surveys annually to understand our employee turnover and proactively reduce it by improving our employee experience. This year we scored an 88.17% satisfaction rate with our surveys identifying a feeling of stagnancy in terms of career growth and compensation.

Diversity and Inclusion

KAHRAMAA continue to support Diversity and Inclusion in terms of gender, background and age, implementing several initiatives to support our employees and abide with HR Law:

- Equal salaries for men and women in line with local law
- Policy for people of determination to support them in their roles
- Policy for parents of determined children to provide opportunities for exceptional leave
- Graduate and internship opportunities
- Investing in local employment
- Companion leave to support ill family members
- Five months maternity leave for new mother's
- Two-hours feeding time per day for new mothers until the child turns 2-years old

KAHRAMAA is committed to investing in Qatar's development and supporting QNV2030 and Qatari law by providing suitable employment opportunities for Qatari locals. This year we have achieved 98% Qatarization in our senior management against our 100% target. We have also achieved a 12.3% increase in Qatarization across our employees, with 48.3% of our employees originating from Qatar in 2023. This is a testament to the high-quality development, training opportunities, and academic support we offer to Qatari's to support in upskilling the local population. There have been zero incidents of discrimination reported at KAHRAMAA in 2023, which demonstrates widespread adherence to our Code of Business Conduct.

Employee training and development

Our Training and development are crucial towards ensuring the delivery of high-quality services to our customers, whilst improving our employee satisfaction and innovation. KAHRAMAA have a designated KPI to receive five days of training each year for each employee. In 2023, 86.3% of employees were trained as per our training plan. Whilst we were on track to achieve 100%, some planned training programmes were postponed to 2024 for contractual reasons.

We have several set training plans to support the onboarding and continued development of our staff, including:

1. **Orientation Period** – For all new employees to familiarize the new employee with their duties and job responsibilities in general.
2. **Graduate training** - To facilitate graduate transition into the work environment
3. **Individual Development Programme** - ISO 10015 aligned training programs in line with employee competency requirements
4. **Succession Plan -** Develop and prepare qualified Qatari employees for higher positions
5. **Field Training Program** - Internship opportunities for university students and high school students
6. **Study Completion System** - Offers all employees opportunity to complete university studies
7. **English Language Program** - Teaching employees' English language
8. **Higher education** – University courses to support in professional development

In addition to these, we also hold ad hoc training sessions in response to changing policies, processes, and employee needs. For example, our Planning and Quality Department, hold regular training courses on "quality awareness and technical training" to promote a culture of quality within the technical departments and their projects. Such training has seen a significant improvement in performance against department quality commitments with 98.45% achievement in electricity distribution, 94% in water-related maintenance, and 91% in electricity projects.

Coach Meeting

As part of our learning and development efforts, we held a distinguished training entitled 'Certified Coach Meeting' providing 18 senior employees a deeper understanding of vocational and executive training skills.

Sustainability training

Our sustainability consultants, Turner & Townsend, delivered a company wide sustainability training in November 2023 to improve our understanding of sustainability in Qatar and how we are embedding it in KAHRAMAA.

The session covered:

- What we mean by sustainability
- What the basic principles of sustainability are
- Some of the global challenges we face
- How sustainability is addressed in Qatar
- How sustainability is addressed in KAHRAMAA

Health and Safety

Our approach to health and safety (H&S) is aligned with Qatari law and international standards. We strive to enforce and implement strong health, safety and security across our operations and assets to ensure the protection of our employees, consultants, and customers. We require all consultants to comply with our HSE contractor requirements:

- Eliminate personal injuries and illnesses, and damage and loss of property,
- Minimize the effects of accidents, illnesses, and property loss on both the individuals and on the project,
- Comply with KAHRAMAA Health, Safety and Environmental policies, procedures, and guidelines,
- Comply with all Qatar HSE statutory requirements and standards,
- Avoid illnesses, fatalities, and accidents,
- Avoid lost time due to accidents and illnesses,
- Avoid penalties,
- and work in a safe manner.

Employees and consultants are obligated to provide a written report to KAHRAMAA to notify of any HSE incidents that occur on our work sites within seven days of the incident occurring.

Some of our key H&S initiatives include:

- Ergonomics requirements which are shared through awareness and training sessions when required
- Mandatory first aid training provided to all employees every three years to ensure safety across our operations and assets
- Our head office is equipped with a social room and gym to support the wellbeing of our employees
- We are currently developing a primary healthcare centre for all our employees in conjunction by KM and MOH.

The effectiveness of our approach can be seen through our low incident rates and hours without loss time injury. This year we had 19.88 million-man hours without loss time injury (LTI) and only two incidents amongst our employees and

	2022	2023
Total Recordable Incident Rate* (YTD) *Inclusive of KAHRAMAA employees and contractors	9	2
Million-man hours without Loss Time Injury (LTI)	20.75	19.88

GRI Content Index

Human Developm. | Social Developm. | Economical Developm. | Environmental Developm.

GRI Content Index	Disclosure	Location	Qatar Alignment	UN SDG Alignment
General Disclosures				
2-1	Organizational details	i, 6, 7		6, 7, 8, 11, 12, 13
2-2	Entities included in the organization's sustainability reporting	i, ii		
2-3	Reporting period, frequency and contact point	i,ii, 33		
2-4	Restatements of information	33		
2-5	External assurance	i, ii, 9, 11, 16, 17, 32		
2-6	Activities, value chain and other business relationships	i, 5, 7, 14		
2-7	Employees	6, 34		
2-8	Workers who are not employees	6		
2-9	Governance structure and composition	9, 11, 16, 17, 32		
2-10	Nomination and selection of the highest governance body	9, 34		
2-11	Chair of the highest governance body	9		
2-12	Role of the highest governance body in overseeing the management of impacts	9, 11, 16, 17		
2-13	Delegation of responsibility for managing impacts	9, 16, 17		
2-14	Role of the highest governance body in sustainability reporting	9, 11		
2-15	Conflicts of interest	17		
2-16	Communication of critical concerns	9		
2-17	Collective knowledge of the highest governance body	9		
2-18	Evaluation of the performance of the highest governance body	9		
2-19	Remuneration policies	34		
2-20	Process to determine remuneration	34		
2-21	Annual total compensation ratio	34		
2-22	Statement on sustainable development strategy	iii		
2-23	Policy commitments	5, ii, 10, 11, 20, 30		
2-24	Embedding policy commitments	5, ii, 7, 10, 20, 28, 30, 34		
2-25	Processes to remediate negative impacts	5, 11, 30, 32		
2-26	Mechanisms for seeking advice and raising concerns	ii, 7, 12, 30, 34		
2-27	Compliance with laws and regulations	10, 11, 12, 15, 20, 28		
2-28	Membership associations	30,		
2-29	Approach to stakeholder engagement	5, 14, 20, 30		
2-30	Collective bargaining agreements	13, 14, 28		
Economic performance				
201-1	Direct economic value generated and distributed	33		8, 9, 11, 12, 13, 17
201-2	Financial implications and other risks and opportunities due to climate change	16		
201-3	Defined benefit plan obligations and other retirement plans	34		
201-4	Financial assistance received from government	34		
Market presence				
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	34		1, 8, 10, 11
202-2	Proportion of senior management hired from the local community	34		

GRI Content Index	Disclosure	Location	Qatar Alignment	UN SDG Alignment
Indirect economic impacts				
203-1	Infrastructure investments and services supported	22, 24		8, 9, 10, 11, 17
203-2	Significant indirect economic impacts	28		
Procurement practices				
204-1	Proportion of spending on local suppliers	33		1, 8, 9, 10, 11, 12, 17
Anti-corruption				
205-1	Operations assessed for risks related to corruption	16		8, 9, 11, 12, 16
205-2	Communication and training about anti-corruption policies and procedures	10		
205-3	Confirmed incidents of corruption and actions taken	17		
Materials				
301-1	Materials used by weight or volume	20		11, 12
301-2	Recycled input materials used	20		
301-3	Reclaimed products and their packaging materials	33		
Energy				
302-1	Energy consumption within the organization	24, 26		7, 11, 12, 15
302-2	Energy consumption outside of the organization	24, 26, 28		
302-3	Energy intensity	24, 26		
302-4	Reduction of energy consumption	24, 26, 28		
302-5	Reductions in energy requirements of products and services	24, 26, 28		
Water and effluents				
303-1	Interactions with water as a shared resource	20		6, 11, 12, 14
303-2	Management of water discharge-related impacts	20		
303-3	Water withdrawal	20		
303-4	Water discharge	20		
303-5	Water consumption	20		
Biodiversity				
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	20		3, 11, 12, 14, 15
304-2	Significant impacts of activities, products and services on biodiversity	20		
304-3	Habitats protected or restored	20		
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	20		

GRI Content Index	Disclosure	Location	Qatar Alignment	UN SDG Alignment
Emissions				
305-1	Direct (Scope 1) GHG emissions	19		11, 13
305-2	Energy indirect (Scope 2) GHG emissions	19		
305-3	Other indirect (Scope 3) GHG emissions	19		
305-4	GHG emissions intensity	19		
305-5	Reduction of GHG emissions	19		
305-6	Emissions of ozone-depleting substances (ODS)	19		
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	19		
306-1	Waste generation and significant waste-related impacts	20		11, 12
306-2	Management of significant waste-related impacts	20		
306-3	Waste generated	20		
306-4	Waste diverted from disposal	20		
306-5	Waste directed to disposal	20		
401-1	New employee hires and employee turnover	6		1, 5, 8, 10
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	34		
401-3	Parental leave	34		
402-1	Minimum notice periods regarding operational changes	34		9
403-1	Occupational health and safety management system	37		3, 8, 9, 11, 13, 14, 15
403-2	Hazard identification, risk assessment, and incident investigation	16, 37		
403-3	Occupational health services	36, 37		
403-4	Worker participation, consultation, and communication on occupational health and safety	37		
403-5	Worker training on occupational health and safety	37		
403-6	Promotion of worker health	34, 37		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	37		
403-8	Workers covered by an occupational health and safety management system	37		
403-9	Work-related injuries	37		
403-10	Work-related ill health	37		
404-1	Average hours of training per year per employee	36		5, 8, 9, 10, 17
404-2	Programs for upgrading employee skills and transition assistance programs	36, 37		
404-3	Percentage of employees receiving regular performance and career development reviews	36		

GRI Content Index	Disclosure	Location	Qatar Alignment	UN SDG Alignment
405-1	Diversity of governance bodies and employees	34		5, 8, 9, 10
405-2	Ratio of basic salary and remuneration of women to men	34		
406-1	Incidents of discrimination and corrective actions taken	34		8, 9, 10
408-1	Operations and suppliers at significant risk for incidents of child labour	14, 34		8
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	14		8
410-1	Security personnel trained in human rights policies or procedures	34		8, 9, 11
413-1	Operations with local community engagement, impact assessments, and development programs	28, 30		3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17
413-2	Operations with significant actual and potential negative impacts on local communities	30		
417-1	Requirements for product and service information and labelling	33		9, 12,
417-2	Incidents of non-compliance concerning product and service information and labelling	33		
417-3	Incidents of non-compliance concerning marketing communications	17		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	30		1

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