

عاماً  
YEARS  
1970 - 2020



# 2019-2020

## Sustainability Executive Summary Report

**Bunduq Company Ltd.**

50 Years of Operational Excellence



# Contents

01	A Message from our CEO	04
02	50 Years of Achievements	06
03	Bunduq Oil Producing Company	12
04	Sustainability Performance Highlights	18
05	Creating Economic Value	22
06	Protecting our People	28
07	Preserving the Environment	34
08	Contributing to Social Development	42

# A Message from our CEO



**Yutaka Yamada**  
Chief Executive Officer

I am pleased to welcome you to our 2019-20 Sustainability Executive Summary Report.

2020 marked a major milestone for all of us at Bunduq as we celebrated 50 years of operation. Since its establishment in 1970, Bunduq has successfully contributed to the vision set out by their Highnesses Sheikh Zayed Bin Sultan al-Nahyan and Sheikh Ahmad bin Ali al-Thani of creating prosperity for their countries and their people's well-being. This same spirit continues today. We hold sustainability at the heart of our operations by demonstrating operational excellence and employing enhanced oil recovery methods to bolster our production capability and generate economic value.

Improving operational efficiency to increase production is underpinned by our broader commitment to sustainable development in alignment with the visions of UAE and Qatar respectively, and the Global Sustainable Development Goals. We have made several achievements over the past 2 years on this front, despite the challenges that we face due to the ongoing COVID-19 pandemic. It has only highlighted that an intensified focus on sustainability is essential for business continuity and resilience.

Towards this end, we performed several works from inspections, maintenance and repairs to sub-surface studies and drilling new wells as part of a planned shutdown in 2019. Not only do these activities play an important role in preventing future operational interruptions and enhancing production capabilities, they also serve an important strategic planning function. At the same time, operational shutdowns present health and safety challenges as a result of increased on-site activity, which we have carefully managed; and we are pleased to report that no lost-time injuries occurred.

Never has health and safety taken a more prominent role as during this past year during the ongoing COVID-19 pandemic. We undertook several initiatives to protect our workers and prevent the spread of the virus while maintaining business continuity, including assigning a doctor and nurse offshore to screen all personnel and support hygiene awareness, extending offshore worker cycles, and implementing physical distancing and remote working where practicable. Our employees and contractors have demonstrated tremendous fortitude during this time, and we were able to retain all staff during this economically challenging period.

Our commitment to improving the environmental impact of our operations has also continued. Through the installation acid gas compressors, we have achieved our target of reducing flaring to below 2.0 million cubic feet per day. We are working to further push the bounds, by moving closely towards zero flaring in the coming years.

We have much to look forward to, as we build on our past 50 years of operational excellence, with new rig operations planned to commence in 2021, which represent a further expansion of our operations and production.

I invite you all to read this report and learn about our journey over the past 50 years and most recent progress as we embark on a new decade of seeking opportunities to create value for all stakeholders.

**Yutaka Yamada**  
CEO





02

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## 50 Years of Achievements





# 50 Years of Achievements

In July 1970, Bunduq Company Limited was established with the equity shared between BP and Total on a two-thirds, one-third basis and with Bunduq inheriting the El Bunduq concession from ADMA (Abu Dhabi Marine Operating Company). In December 1970, United Petroleum Development Company Limited (UPD) acquired half of BP's share in the company resulting in BP, Total and UPD possessing a third each of Bunduq Company shares.

Initial total capitalization was GBP75,000, which is equivalent to approximately GBP1.0 million in 2020 when adjusting for inflation.

1970



1971

» UPD became the dominant shareholder.

Bunduq began commercial oil production in the El Bunduq oilfield with a natural depletion scheme.

1975

» Production was halted due to excessive gas to oil ratios.

1980

Waste management plan was developed.

The injection of the associated sour gas was completed for environmental protection and enhanced oil recovery.

200,000,000 barrels of cumulative oil production was achieved.

**2005**

50,000,000 barrels of oil produced was achieved (inclusive of production under primary recovery).

**1986**

Bunduq constructed facilities to support secondary recovery scheme techniques. In 1983, oil production commenced. In 1984, a water injection scheme was adopted to maintain the reservoir's pressure.

**2006**

» A gas injection platform was added to the offshore complex to minimize gas flaring and enhance oil recovery in 2 wells.



**1988**

» Oil production reached 25,000 barrel per day.

**1981-84**

# 50 Years of Achievements



2008

First HSE report was published.

WATCH observation program was introduced.

Continuous sour gas injection was achieved.  
First Save Energy campaign was launched.

2009



2010

Thermal stress management plan was introduced.  
Air quality management system was implemented.

Caring Hands initiative to involve youth in community welfare and emergency care-giving exercises was launched.

Sustainability was incorporated within the HSE Policy.

Waste compressors were installed offshore.

Gradual reduction and replacement of chlorofluorocarbons was implemented to reduce the emission of ozone depleting substances into the atmosphere.

Hanaiku program for students of Qatar Petroleum (QP) and ADNOC commenced.

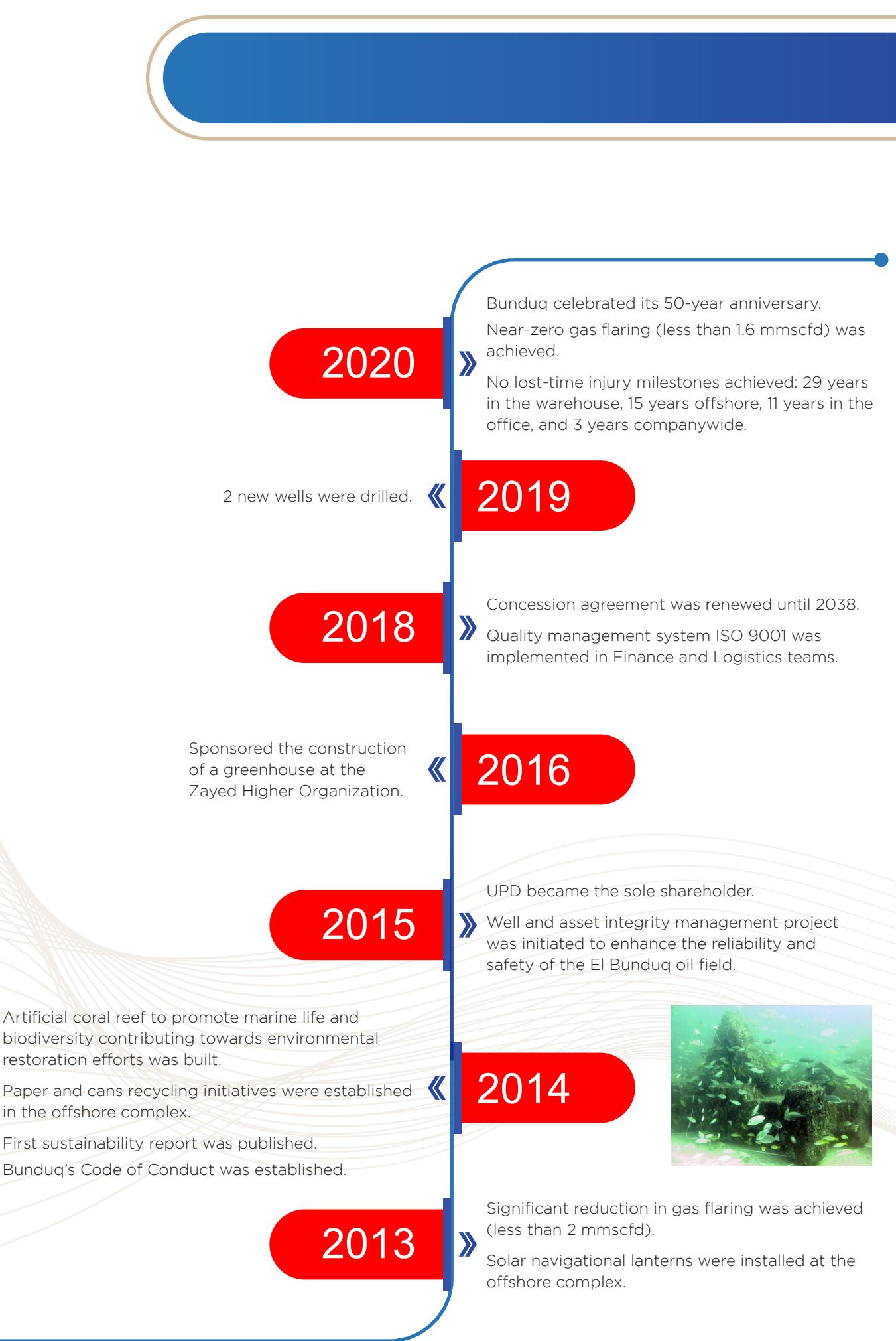


2011

Environmental management system ISO 14001 was implemented.

First Japan Cooperation Center Petroleum (JCCP) ladies CSR trip to Japan took place.

2012



# 03

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## Bunduq Oil Producing Company



# Bunduq Oil Producing Company

Bunduq Company Limited (Bunduq) was established in 1970 under a concession agreement between the Emirate of Abu Dhabi (UAE) and the State of Qatar (Qatar) to develop and operate the offshore El Bunduq oil field.



## Our Mission

Our mission is to explore, develop and produce hydrocarbon resources in a steady, safe and cost-effective manner. To achieve our mission, we employ leading technology and sustainability principles with the core aim of maintaining our Health, Safety and Environmental (HSE) performance.



150

employees



2

countries of operation



4.39 million

barrels of crude oil production



## Our Core Values



We respect people



We do business ethically and legitimately



We value fair relationships with all stakeholders



We maintain our assets and financial integrity

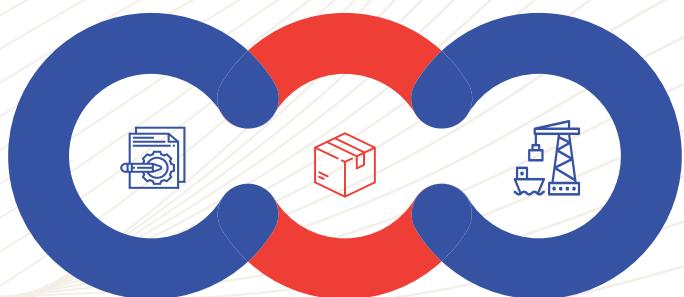


We protect health, safety and the environment



## Our Operations

Our primary product, crude oil, is used in thousands of applications and helps to drive economic growth and improve living standards globally. It is our aim to make sure that we are contributing to these positive impacts efficiently and as responsibly as possible.



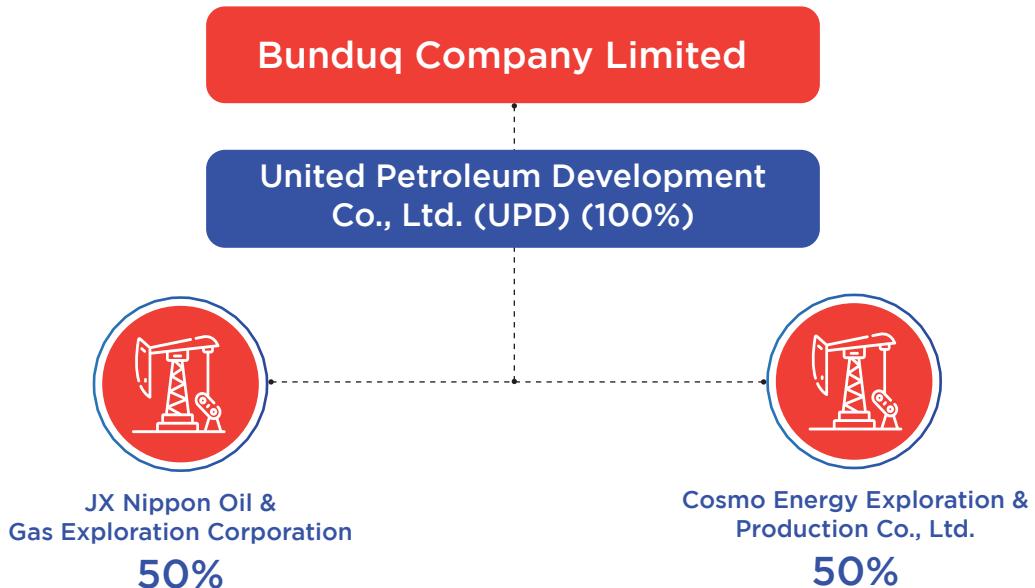
1 Developing &  
Extracting

2 Blending &  
Packaging

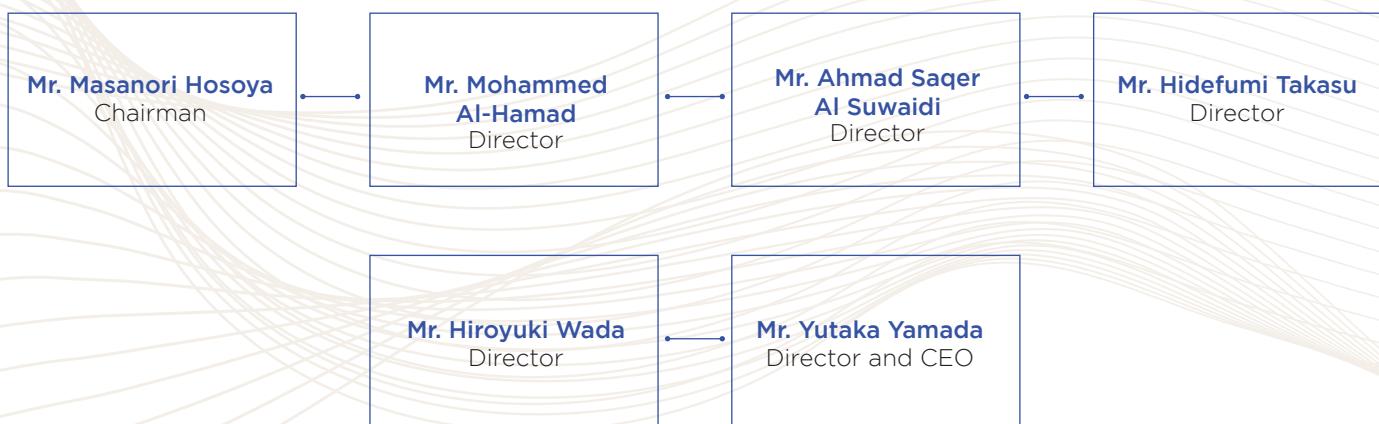
3 Exporting

## Our Shareholders

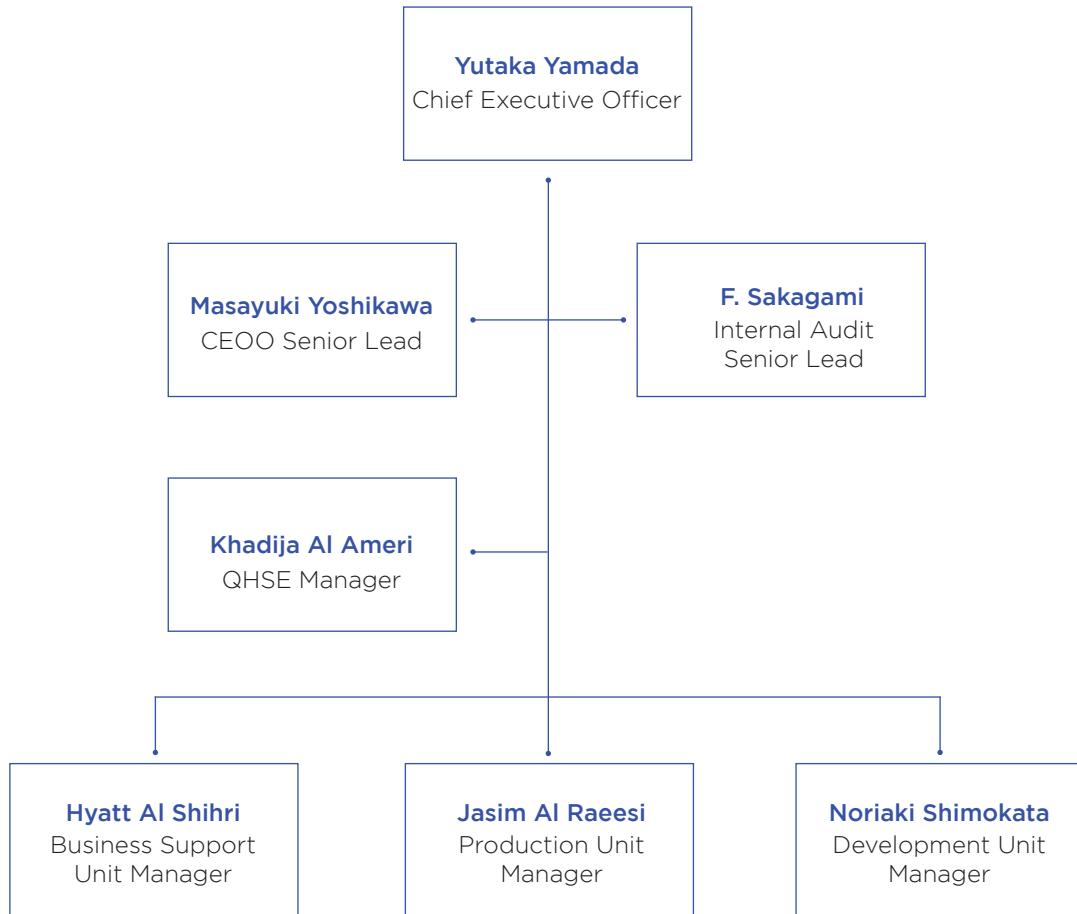
As of December, 2020.



## Our Board of Directors



# Our Leadership Team





# 04

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## Sustainability Performance Highlights



# Sustainability Performance Highlights

We recognize that our activities have economic, social, and environmental consequences. As we endeavor to operate our business more sustainably, we continue to search for innovative ways to integrate sustainable practices and technologies into our operations. This is bolstered by our efforts to embed sustainability within our corporate culture. We want to empower our employees to think about the future and how we can shape it for the better.

## Our focus areas



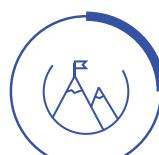
### Creating Economic Value



### Contributing to Social Development



### Protecting our People



### Preserving the Environment

## Progress against our sustainability commitments

Focus areas	Initiatives	2020 progress
 Creating economic value	Control inventory levels	ACHIEVED
	Achieve a nationalization target of 40%	ACHIEVED
	Synergize the use of Das Island medical facilities	ONGOING
 Contributing to social development	Effectively implement multi-tasking initiative by creating job cards for all sections	ACHIEVED
	Reduce non-hazardous waste by 20% by recycling plastic, paper, and aluminum cans	ACHIEVED
 Preserving the environment	Reduce routine flaring to an average of 2.0 million standard cubic feet per day (mmscf/d)	ACHIEVED
	Achieve zero oil spills to the sea	ACHIEVED
	Conduct an energy management training session	ACHIEVED
	Implement water-alternate-gas injection system	ACHIEVED
	Maintain zero lost time injuries	ACHIEVED
	Reach 1,500 WATCH (Watch Carefully, Act-Timely, Think Safety and Create a Hazardless-Environment) observation submissions	ACHIEVED
 Protecting our people	Conduct HSE critical equipment and systems gap analysis	ONGOING
	Develop a solution to enhance offshore medical services	ACHIEVED

# Our contribution to sustainable development

Our sustainability commitments directly and indirectly support the UAE Vision, the Qatar National Vision, and the Global Sustainable Development Goals (SDGs). Our annual sustainability commitments are included in our HSE plan and cascade across all sections.

UAE Vision	Qatar National Vision	SDGs
United in Responsibility: 	United in Knowledge: 	Human Development 
Cohesive society and preserved identity 	Competitive knowledge economy 	Economic Development 
United in Prosperity: 	United in Destiny: 	Environmental Development 
Sustainable environment and infrastructure 	Safe public and fair judiciary 	Social Development 
World-class healthcare 		 1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS

# 05

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## Creating Economic Value



# Creating Economic Value

We have an obligation to establish mutual economic value for our shareholders, concession agreement partners, and the national interests they represent. We continue to find creative ways to extend the field's lifespan for the next 20 years by maintaining reservoir pressure, improving the durability of our physical infrastructure, and ensuring business continuity by improving our local supply chain and human resources.

Our long-term objectives for creating economic value align with national development agendas outlined in the UAE Vision and the Qatar National Vision. We have been working hard to transform our business and make investments that will ensure our ability to generate a positive economic impact for years to come. By integrating sustainability into our wider corporate strategy, focusing on reservoir productivity and asset integrity, we are positioning ourselves as a good corporate citizen for continued growth and success.

## 2018-2020 Performance Summary



## Our foundation

50 years of operation is an important milestone in the history of any organization, and we are proud of achieving this at Bunduq. We are a unique company with operations in both the UAE and Qatar on one of the oldest sets of oil fields in the region under Japanese ownership with a truly diverse compositions of nationalities. We have invested heavily in developing the needed technical expertise and in technology and innovation over this time to drive operational excellence. This focus has made us the lean and efficient company we are today. We have thrived off of our unique identity, and through our nationalization strategy, we have been successful at attracting and developing national talent. This has not only helped contribute to our success but to broader human capital development in our countries of operation as well.

## Business strategy

Our business strategy outlines our plans, challenges, and opportunities to continue operating the EL Bunduq oil field. Our primary goals are to invest in technologies to improve oil recovery and sustain asset reliability, while cost optimization remains a key component of our strategy and is being transformed into synergistic and digitalization initiatives.

## Our strategic priorities

Lean, efficient operations



Formulating an enhanced oil recovery field development plan



Enhancing the reliability of our assets



Forming synergies across our operations



Digitizing our processes and documents



Investing in our employees' capabilities and ensuring effective knowledge transfer



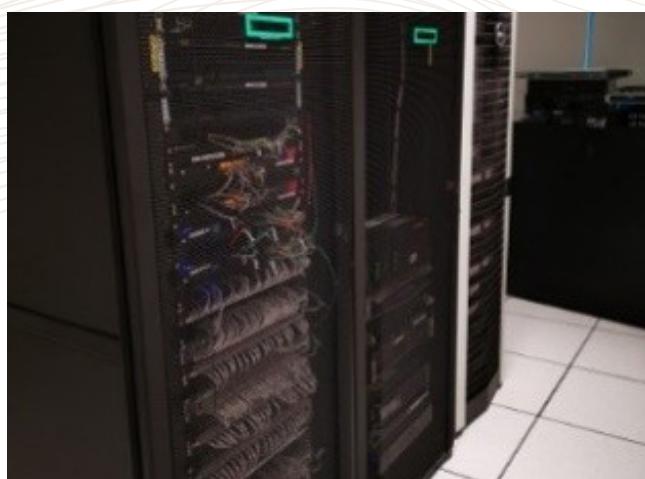
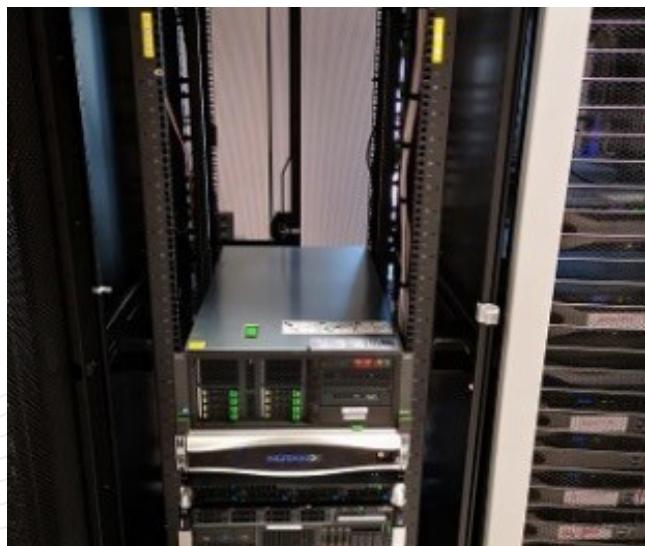
## Disaster recovery data centers revamped

Our IT team replaced all of Bunduq's old network security firewalls with the latest technology in our head office, which is contributing to our business continuity by protecting our systems from cyber threats.

We also revamped our disaster recovery data center in Mussafah in line with the new rules and regulations that stem from a number of existing nation-wide security standards, including the National Institute of Standard and Technology (NIST), the ISO 27001 standard, and the National Electronic Security Alliance.

The principal objective of the disaster recovery program has been to develop, test and document a well-structured and easily understood plan which will help us to recover as quickly and effectively as possible from an unforeseen disaster or emergency which interrupts information systems and business operations. Additional objectives have been to ensure that:

- All employees fully understand their duties in implementing the plan;
- Operational policies are adhered to within all planned activities; and
- Proposed contingency arrangements are cost-effective.



## Enhancing innovation in the face of the COVID-19 pandemic

When remote working first began, we needed to make sure that our employees had the tools and support needed to perform their day-to-day work. Our IT team implemented 100 VPN connections to allow employees to work from home as if they were using their desktop computer in the office. We increased connection speeds from 4 MB to 16 MB and video conference tools were upgraded to the latest versions. Our vendors were also provided with access through newly adopted system to enable them to connect to our IT infrastructure without the having to physically visit our sites. The technological upgrades have helped to ensure effective communication with our offshore team and other stakeholders during the ongoing pandemic.

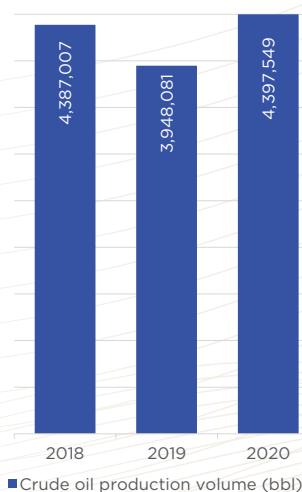


## Production

In 2019, we conducted a study to review and evaluate all non-producing or idle wells to assess their potential for future utilization. We were able to identify opportunities to increase oil production by recovering remaining oil within the idle wells and identifying wells to abandon and secure where oil recovery is not possible, thereby mitigating well integrity risks. In total, 6 of the 9 wells under study were selected for future utilization.

Another study was carried out to identify new opportunities to utilize enhanced oil recovery methods, such as water-alternate-gas injection, to maintain a suitable level of pressure within the reservoir. We were able to complete all drilling and workover operations during 2018-2020.

Production volume



**Drop in production in 2019 due to one month shutdown maintenance.**

## Water-alternate-gas injection

Water-alternate-gas injection (WAG) is an enhanced oil recovery method that takes seawater and treats it for injection in the gas field to maintain the reservoir pressure. The WAG injection project that was planned in 2019 is now running after work was completed in 2020 and has resulted in improved production. By alternating between gas and water every 3 months, Bunduq can now sustain oil production and maintain the pressure of the reservoir in a cyclic fashion.

## Cost saving initiatives

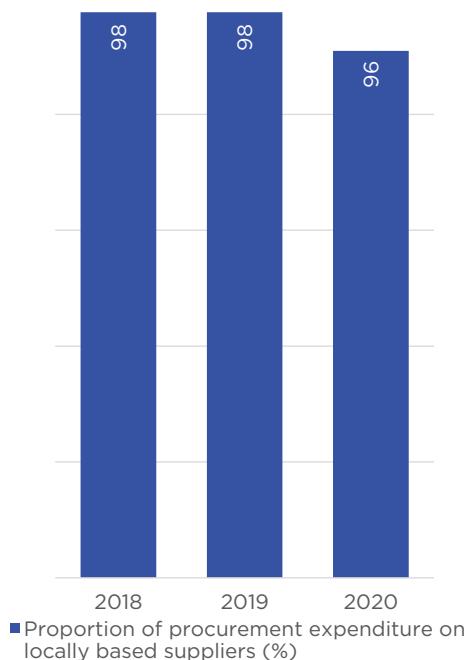
A simultaneous operation workshop was conducted at the gas injection platform to drill a new injector well and disposal well. To conduct this rig activity, a shutdown was required to perform the heavy lift. The workshop resulted in a reduction in operational downtime from 34 to 4 days. The estimated increase in gas injected due to the decreased downtime was 862 mmscf. The increase in gas injected boosted oil production by 86,682 barrels and resulted in an estimated cost saving USD 3.46 million.

In another initiative, we saved USD 162,000 by utilizing a supply vessel to establish rigless operations for a conductor top-up cement job at 5 wells in 2019.

# Supporting local suppliers

By prioritizing local suppliers, we are indirectly contributing to national economic development. Procurement spending on locally based suppliers continues to consistently be over 95%, while ensuring that selected suppliers pass our stringent technical, quality, and safety standards.

## Local procurement



## Case study

### National staff training

In 2019, 2 employees from Abu Dhabi joined 6 other JX Nippon associate company employees from the United States, Vietnam and Malaysia in Japan for the National Staff Training program. The program was held by the JX Nippon Oil & Gas Exploration Corporation. Topics covered included the oil industry in Japan, cultural difference and Japanese culture, and logical thinking, to name a few. Over the course of 8 days, participants took part in workshops, toured company facilities, and enjoyed cultural experiences.



## Local talent development

We recognize that in a knowledge-based economy, a strong national workforce is critical for business continuity and development. Bunduq has contributed to the development of expertise in the oil and gas sector since its inception, and we continue to do so through targeted learning and development programs for nationals.

# 06

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## Protecting our People

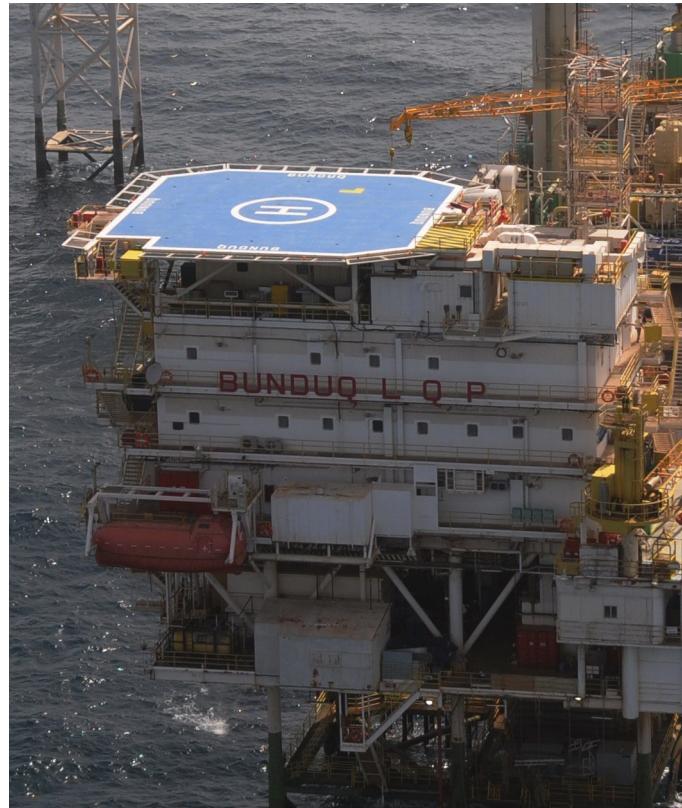
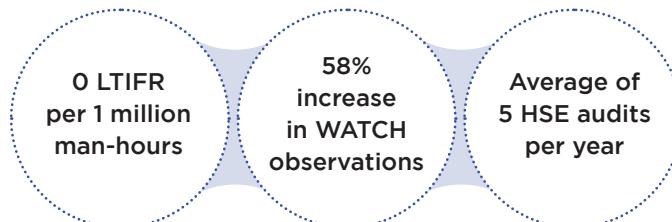


# Protecting our People

Ensuring the health, safety and well-being of our employees is at the core of everything we do. We are working hard continually develop our safety culture, which is crucial to promoting responsible behaviors and preventing work-related injuries.

We take a proactive approach which is driven by our HSE policy and HSE programs to support employees' awareness and safety performance improvements. We encourage our employees to report unsafe acts or conditions that may harm workers or damage assets or the environment, because we want our employees to return home safe every day. Our HSE Steering Committee is responsible for ensuring that we operate safely and monitors health and safety performance with the support of onshore and offshore HSE sub-committees.

## 2018-2020 Performance Summary



## Our foundation

We are proud of our exemplary health and safety record. It has been a major success factor for us over the course of our 50 years of operation, and our performance has been recognized on many occasions by the UAE and Qatari governments. What was once a small team of HSE professionals has become a core department at Bunduq with a strong presence both onshore and offshore. In line with our longstanding strategic emphasis on technology and innovation, we have worked to implement solutions to advance and optimize our health and safety processes.

## Safety performance

We continued to demonstrate an exemplary safety record, which is a clear sign of the effectiveness of our HSE systems and programs as we continually seek to live up to our mission. In 2020, we observed an LTIFR and a TRIR of zero, as in 2018, but recorded a TRIR of 2 in 2019. We are pleased to also note that we did not record any fatalities for the past 3 years. Our employees reported a total of 2,469 WATCH observations in 2020, up by 58% from 2018. In 2020, of the 43 suppliers that were evaluated following our HSE supplier screening, 79% passed our HSE evaluation.

Health and safety performance	2018	2019	2020
Total hours worked	1,343,393	1,445,996	857,724
Lost-time injury frequency (LTIFR) per 1 million man-hours	0	0	0
Total recordable injury rate (TRIR) <sup>1</sup> per 1 million man-hours	0	2	0
Work-related fatalities	0	0	0
WATCH observations	1,561	2,138	2,469
Contractor HSE screening pass rate (%)	52%	67%	79%

<sup>1</sup> TRI include first aid injuries and medical treatment cases e.g. treatment by medical professionals.

## Case study

# Our COVID-19 response

The ongoing COVID-19 pandemic continues to present operational challenges, and the health and safety of our employees remains our top priority. From the start, we have taken a proactive response to managing the evolving situation.

## Key highlights

Assembled a committee dedicated to managing all pandemic updates, set up a crisis management team and identify actions, roles and responsibilities to effectively manage and monitor the situation.	Remote working commenced in March 2020 with head office capacity reduced to 30% of the head office staff headcount. (Capacity increased to 60% in July 2020 and then 70% in October 2020).	Hand sanitizer, disposable face masks, and gloves were provided to all staff. Additional personal protective equipment and medication were sent to offshore staff.
Extended offshore work cycles, set up 8 quarantine rooms offshore, and booked hotel rooms for isolation periods following offshore cycle changes.	Ceased all business travel and any staff returning from aboard were required to complete a COVID-19 test and medical screening, as well as quarantine as per local regulations.	Provided comfort and well-being support to offshore staff, including one-week field breaks in Abu Dhabi, additional entertainment amenities, and mental health and stress support with our offshore medical personnel.
Implemented additional sanitation practices, including frequent hygiene inspections, enhanced cleaning, and setting up thermal body scanners at all entrances and air sanitizers throughout our premises.	Permitted only necessary visits to our offshore complex and material and supply shipments.	Upgraded our IT infrastructure to enable remote working more effectively. <sup>2</sup>
Conducted a major COVID-19 drill at the offshore complex.	Instituted a rotation schedule to ensure physical distancing and effective work arrangements upon returning to the office in October 2020.	
	Maintained open communication channels with staff to provide updates and awareness on proper hygiene practices.	Instituted mandatory testing for all employees who have not been in the office for more than 2 weeks and rolled out a vaccination campaign.

<sup>2</sup> Remote working was implemented in line with ADNOC's definition and classification.

# Asset integrity management

Using our asset integrity management system and risk-based inspection approach, we identified 8 wells, requiring repair which occurred in 2019.

## Initiating scale root cause investigation study

We have experienced heavy scale deposition and corrosion in water injectors in recent years. This has caused difficulties and issues both in production and workover operations. The scale and corrosion have created severe downhole problems and long-term HSE issues. Solving such issues result in significant costs as works involve non-routine chemical treatments or mechanical workover. To effectively ensure asset integrity while addressing these financial risks, we implemented a comprehensive study in 2020 to determine the root causes and identify long-term solutions to scale and corrosion problems by conducting field auditing and laboratory analysis. The findings and recommendations of the study were communicated for further action which will ultimately reduce overall costs.

# Emergency preparedness

In 2019, we revised our medical emergency plan to support effective emergency response and crisis management, which is an important part of our safety culture. In 2020, the number of HSE drills decreased due to the removal of rig and COVID-19 restrictions.

Emergency response activities	2018	2019	2020
HSE audits	5	4	5
HSE alerts	32	41	61
HSE drills	96	196	12

# Employee health and well-being

We conduct health awareness programs on an ongoing basis to promote employee health and well-being. In 2019 and 2020, we launched several initiatives and campaigns to facilitate employees' abilities to improve their health and wellness.



# Health and wellness campaigns and initiatives conducted in 2019 and 2020



### ADNOC Marathon

In 2019, our staff, and their families, participated in the annual ADNOC Marathon. Over 30 employees took part across the different race categories, with 2 employees successfully completing the 42 km race.





### Heat Stress Campaign

We conducted our yearly heat stress campaign between May and September. During this period, we introduced a mid-day break as per the Abu Dhabi law and conducted sessions on heat stress prevention. Bunduq has purchased 4 thermal work limit devices as per ADNOC requirements for offshore, rig, barge, and warehouse operations. We will also implement our three-flag system as per industry best practices.







### Mental Health Campaign

In 2019, we conducted a mental health campaign to support staff wellbeing follow our organizational restructuring. A 90-minute lecture titled "Managing Change in the Workplace" was held onshore. 30 people attended the session. Another 2 lectures were organized for staff working offshore. The lectures were titled "Stress Management" and "Attitude is Everything."





### Winter Campaign

In January 2020, we held a winter campaign to educate staff both onshore and offshore on the adverse effects of cold weather such as fog, rain and wind.

# 07

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## Preserving the Environment

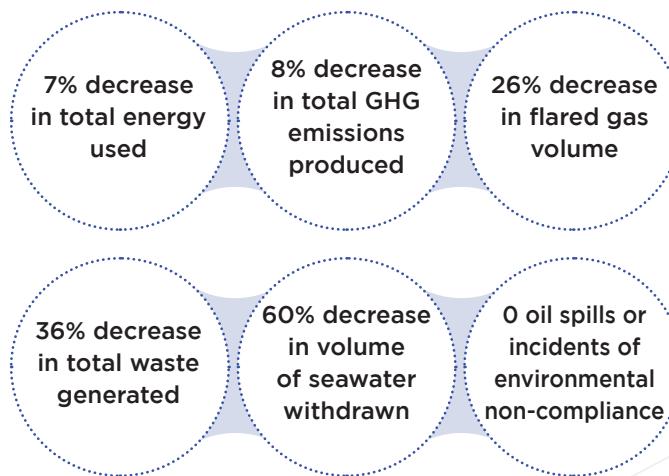


# Preserving the Environment

As an energy intensive industry, we have a responsibility to reduce our carbon footprint and the adverse environmental impacts from our production activities. We continuously monitor and strive to improve our environmental performance and abide by ADNOC's environmental requirements.

The energy transition to a lower-carbon economy is being driven by technological advances, fluctuating energy prices, and climate change. We are working to ensure that we are at the forefront of this transition. We set ambitious targets to reduce gas flaring, and proactively pursue initiatives to reduce waste generation and water consumption. We strive to minimize any negative effects on the marine ecosystem and to reduce the likelihood of oil spills.

## 2018-2020 Performance Summary



## Our 2015-2020 environmental plan

To improve our environmental performance, Bunduq adopted a 5-year environmental plan.

Our plan consists of 8 initiatives covering 5 priority areas.

Priority areas	Initiatives	2020 status
Climate change adaptation and mitigation	Implement ISO 50001	ACHIEVED
Ambient air quality and pollution management	Reduce acid gas flaring	ACHIEVED
	Implement leak detection and repair for passing valves	ACHIEVED
Biodiversity conservation	Install artificial fish reef	ACHIEVED
Waste management	Segregate and recycle waste using colored bins	ACHIEVED
Marine water quality management	Treat offshore food waste	ACHIEVED
	Manage and prevent oil spills	ACHIEVED

## Our foundation

Bunduq operates in an industry long associated with negatively impacting the environment, but we have remained steadfast in our dedication to mitigating the negative environmental impact during our 50 years of operation. Our ability to dramatically lower gas flaring over the years through is a testament to this. The installation of our gas injection platform was a major milestone on our journey to achieving near-zero flaring. Over the course of our operations we undertook several initiatives to improve air quality, lower chlorofluorocarbons, reduce waste generation and freshwater consumption, and promote marine biodiversity.

## Energy use and energy efficiency

Lowering our energy consumption is a long-term target that we will continue to work toward by adopting feasible technological solutions. In 2020, our energy consumption decreased by 7.1% compared to 2018, as a result of the initiatives we have implemented throughout the years, such as upgrading to a new reverse osmosis water purification system which has reduced electrical power consumption for this process by 63%.

Energy use (GJ)	2018	2019	2020
 Direct energy (from stationary combustion and mobile sources e.g. vessels and helicopters)	1,382,071	1,301,275	1,282,905
 Indirect energy (purchased electricity)	2,343	-	3,433
 Renewable energy	1	1	1
 Total energy used	1,384,415	1,301,276	1,286,339
 Energy intensity (GJ/barrels of oil equivalent produced)	0.32	0.33	0.29

## Greenhouse gas emissions

Our direct greenhouse gas (GHG) emissions are generated from the combustion of fuel and flaring at the El Bundua oil field. Our indirect GHG emissions are generated as a result of consuming purchased electricity at our onshore and offshore sites. In 2020, our GHG emissions decreased by 8.1% compared to 2018.

GHG emissions (tons CO <sub>2</sub> equivalent)	2018	2019	2020
 Scope 1	116,927	116,374	109,160
 Scope 2	2,303	220	469
 Total GHG emissions	119,230	116,594	109,629
 GHG intensity (kilo tons/million barrels of oil equivalent produced)	27.19	29.53	24.98

## Passing valve identification to reduce flaring emissions

In 2019, we conducted a passing valve study to determine whether valves that are in fully closed and sealed positions during normal operational conditions are not passing the product to the flare systems due to a seal failure. A total of 418 valves were identified, out of which 114 valves were temporarily out of service and 14 were opened, leaving 290 valves to be monitored. It was concluded that 3 hand valves were passing the product internally, representing a loss of 56,227 kg per year. 2 of the 3 hand valves showed a significant loss. Repairing these 2 valves would result in a 97% reduction from passing valves and reduce flare emissions by 2.06 mmSCF per year. These 2 valves were repaired during the shutdown maintenance in October 2019.

## Flared gas

Our ultimate objective is to eliminate hydrocarbon flaring in the long-term and meet ADNOC's ambitious zero flaring target. In 2020, our flared gas volume decreased by 26% compared to 2018.

Flared gas	2018	2019	2020
Volume of continuously flared hydrocarbon (m <sup>3</sup> )	18,012,650	18,726,275	12,239,109
Volume of hydrocarbon flared in relation to volume of oil and gas produced - m <sup>3</sup> /million barrel of oil equivalent (mboe)	2,990,151	3,596,074	2,311,097
Total volume of vented hydrocarbon (m <sup>3</sup> )	0	0	0
Volume of continuously vented hydrocarbon (m <sup>3</sup> )	0	0	0
Total volume of flared hydrocarbon (m <sup>3</sup> )	22,067,321	22,762,783	16,293,232
Flared gas volume (mmSCFD)	2.13	2.00	1.57

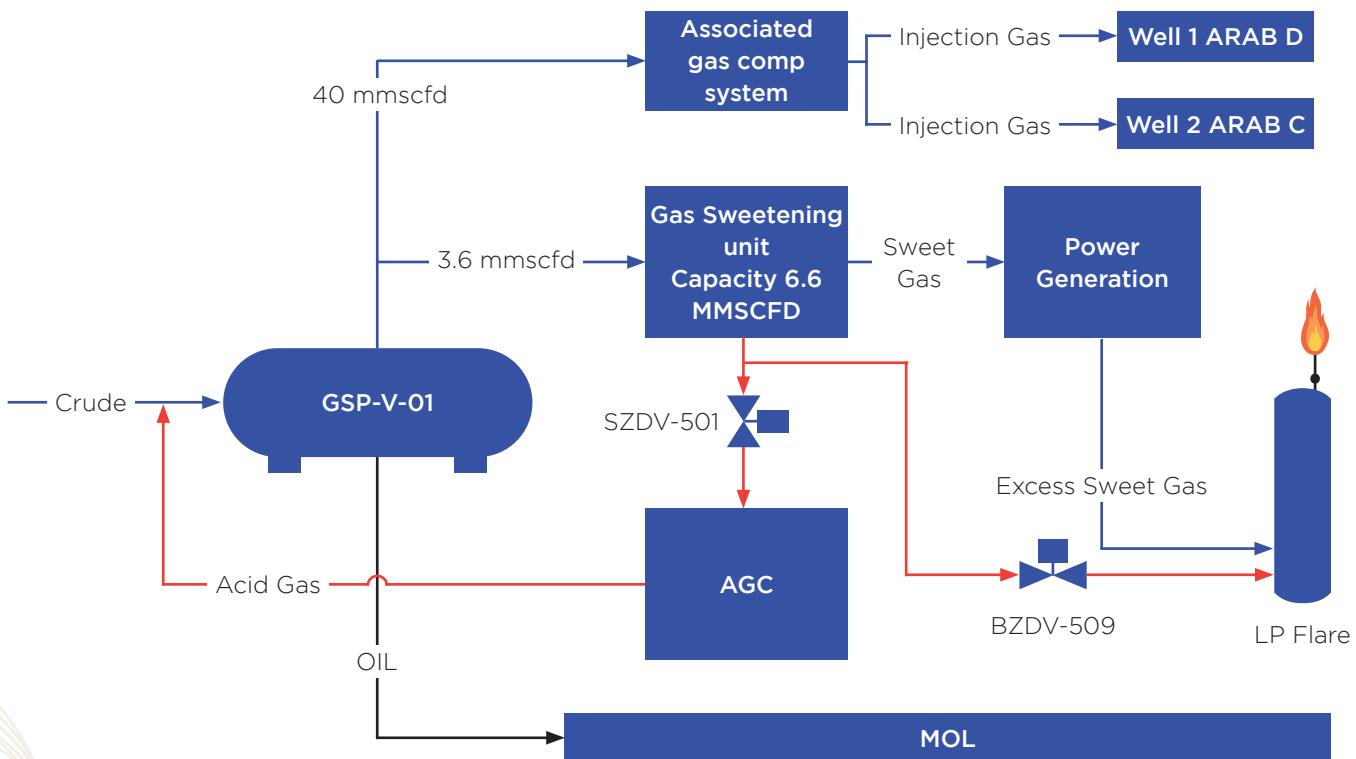


## Installation of the acid gas compressor

In addition to reducing environmental emissions and flare volume, the acid gas compressor increases the volume of gas injected to the well, and thus, enhances oil recovery. Within the Bunduq complex, there is a gas injection platform consisting of the gas dehydration unit, associated gas injection compressor units for gas injection, and an acid gas compressor unit.

## Flare tower and disposal well

The gas injection platform recovers the low-pressure gas from the system to achieve zero flaring. The figure below represents the flare gas recovery setup.



The gas produced at the production separator is divided into 2 streams:

- The first stream is compressed in an associated Gas Compression system and is used for injection in wells.
- The second stream is sweetened and is used as fuel gas for power generation.

The gas sweetening unit produces sweet gas and acid gas. The acid gas is highly sour and has high chloride content. The acid gas is burned at a low-pressure flare. It is pressurized through the acid gas compressor (AGC) and then supplied to the production separator. When the AGS system works, acid gas to the flare is totally shut-off through BZDV-509 closure and is supplied to the Acid Gas Compressor through the fully open valve SZDV-501.

**Gas sweetening is the process of removing Hydrogen Sulfides, Carbon Dioxide, and Mercaptans from natural gas to make it suitable for transport and sale.**

## Waste

All waste is properly collected and segregated into hazardous and non-hazardous waste. Non-hazardous waste is stored, transported and disposed at TADWEER's municipal landfill, while hazardous waste is transported to BeAAT at Ruwais's waste treatment facility. In 2020, our total waste generated decreased by 36% compared to 2018.

Waste generated (metric tons)	2018	2019	2020
Total hazardous waste	13	13	7
Total non-hazardous waste	265	234	171
Total waste generated	278	247	178



### Improving waste management

As part of our efforts to improve waste management at Bunduq, we have launched a series of initiatives over recent years.

#### Water bottles initiative

Bunduq uses around 5,000 bottles each month, which costs about AED 43,000 per year. In 2019, we completely removed plastic water bottles in offices and replaced them with water dispensers, significantly reducing single-use plastic consumption.

#### New waste disposal initiative

We enhanced waste segregation, handling and storage by providing additional color-coded waste cages, new waste segregation bins, and reminding staff about suitable waste segregation during daily "Toolbox Talks".

#### Moving towards becoming a paperless office

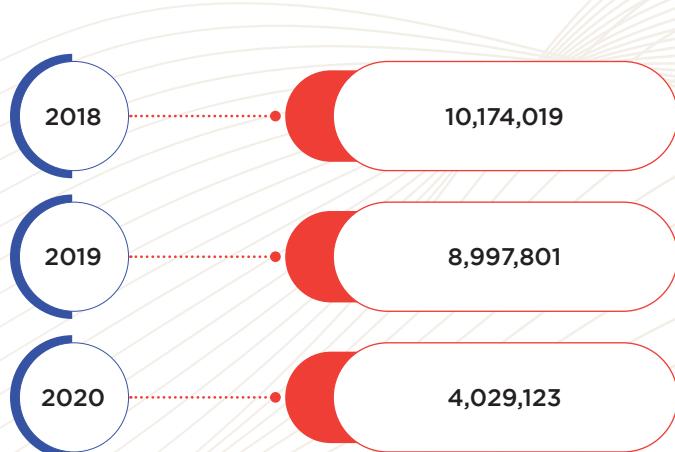
As we continue our efforts to shift to a paperless office, we managed to reduce our paper consumption by 50% from 2019 to 2020.

## Water

Our offshore production processes, such as enhanced oil recovery and cooling, require large amounts of water. We primarily use seawater for development activities and desalinate a portion for domestic use on the offshore complex to meet our operational demands.

In 2020, the rig operation was postponed due to the COVID-19 outbreak, which led to a 55.2% decrease in seawater withdrawal compared to 2019, contributing positively towards the achievement of sustainable operations and production.

### Seawater withdrawal (m³)





# 08

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## Contributing to Social Development

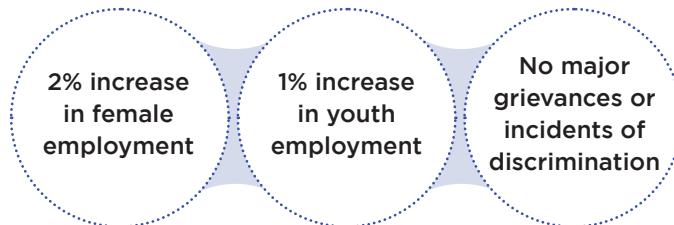


# Contributing to Social Development

Investing in our employees' training and career growth has a positive effect on their morale, job satisfaction and retention, thus, ensuring that our current and future human resource needs are being met. Being an employer of choice means providing employees with an inclusive work environment, equal opportunities, and attractive job packages and training programs.

We take part in events that promote broader social growth and facilitate opportunities for our employees to give back to the community in which we operate. People are the basis for transforming society and the companies that work inside it, whether within or outside Bunduq.

## 2018-2020 Performance Summary



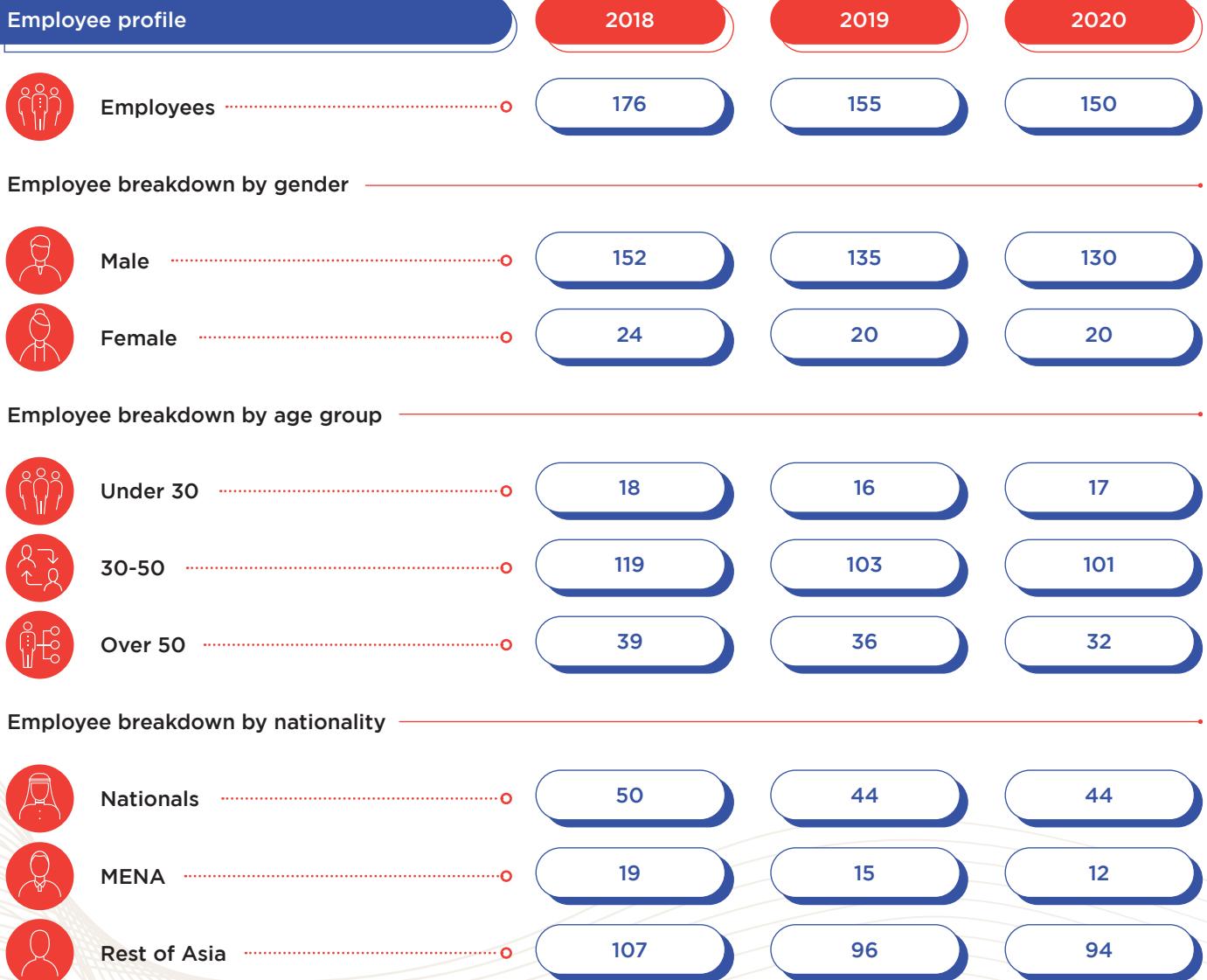
## Our foundation

Although our production capacity has grown substantially over our 50 years of operations, our small size has allowed us to maintain a family-like atmosphere. This atmosphere has been an enabling factor in our ability to nurture employees' talents as well as create a caring environment that promotes positivity and productivity. From an early point on, we instituted programs to building a pool of qualified and adaptable professionals to support not only Bunduq's growth, but broader social development in the UAE and Qatar. Since 2010, we have encouraged and enabled employees to participate in our corporate social responsibility programs and continue to support ADNOC deliver on its commitments to society.

## Workforce diversity

We believe that a diverse team adds value by supporting better decision making and contributing to greater innovation. In 2020, we had a total workforce of 150 full-time employees, representing 17 nationalities.





## Employee engagement

From our annual award ceremonies and reward and recognition procedure to our mentorship and performance appraisal system, we create an environment that welcomes, values and develops the talents of our employees.

## Employee award programs



Bunduq HSE Award



Long-serving Employee Award



WATCH High-quality Submission Award

	Employee attraction and attrition	2018	2019	2020
	New hires	9	8	8
	Turnover	23	24	12
	Training	2018	2019	2020
	Total cost to deliver employee training programs (AED)	94,035	170,060	77,565
	Total number of training hours delivered	565	438	270
	Average hours of training per employee	3	3	3

## Case study

### Team building activity

In February 2020, all employees took part in a company-wide team building activity at Warner Bros World Abu Dhabi on Yas Island.

Not only did we enjoy the amusement park for the day, we also focused on the main purpose of enhancing employee harmony and relieving stress after the demanding restructure period. Through cross-collaborative group activities, employees from different departments, age-groups, genders and nationalities, came together around a common goal – to feel more connected as a wider team with a better understanding and appreciation for our differences.

Families of staff were also asked to join after the official activities concluded because at Bunduq, we like to encourage work/life balance.



### Social responsibility

As part of our contribution to social development, we make an annual financial contribution to ADNOC and QP whom utilize the funds to deliver their corporate responsibility programs. We also arrange for opportunities and encourage our employees to volunteer their time in support of charitable initiatives.

### 2019/20 initiatives

We work to launch corporate social responsibility initiatives. In 2019/20, we conducted the following activities:



Blue Week with ADNOC and the presentation of our Fish Reef project



International Women's Day





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