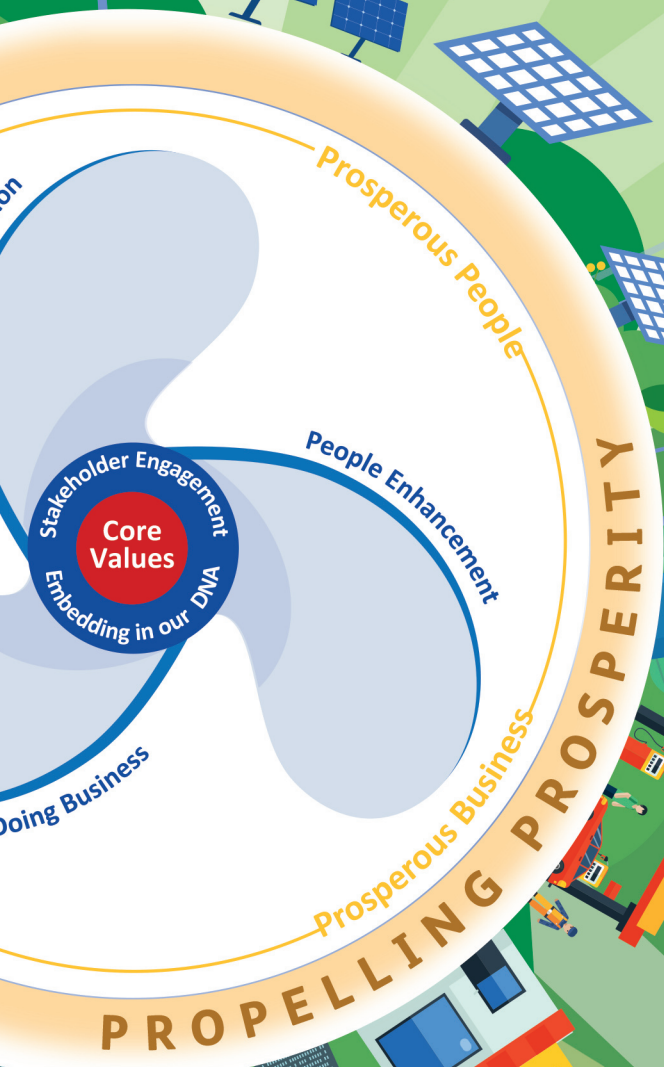




# Sustainability Report

2022-2023



Q8 places sustainable development at the heart of its strategy and operations propelling environmental, social and economic prosperity in the regions where they operate, with the ultimate goal to contribute to the United Nations' Sustainable Development Goals



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LETTER FROM THE PRESIDENT OF KPI

# Propelling Prosperity



**Shafi Taleb Al-Ajmi**  
President & CEO

Dear Stakeholders,

I am delighted to share Q8’s 2022/2023 Sustainability Report, highlighting our commitment to environmental stewardship, human capital development and the sustainable ways working along our value chain. Our focus as a business remains firmly on enabling the energy transition, driving new and innovative ways of doing business and ensuring that we deliver on our responsibilities towards our stakeholders while embedding sustainability in our DNA.

This report reflects our journey as a business between April 2022 and March 2023, a period marked by considerable social and economic challenges. It has been a very challenging year, not only in Europe but also across the World. This had an effect on the availability of critical commodities such as food and energy, in turn impacting the prices of goods and services across the globe. Amongst other things, these events have highlighted the immense importance of energy security and affordability and have only served to further our commitment to acting as a reliable provider of energy and mobility solutions to our stakeholders.

Therefore, our enduring commitment is to drive forward the energy transition, ensuring every customer journey is sustainable and propelling environmental, social and economic prosperity in the regions we operated. The path towards achieving sustainability and net zero global emissions will be long and complex and this report details our progress to date on that journey, setting in stone our dedication to a sustainable future. I am truly proud of the commitments that we have made to achieve net zero scope 1 and 2 emissions by 2050. Thus reducing our own operational emissions by 50 % by 2035 (for more information, please see Our Strategies and Addressing Climate Change).

In order to ensure that we achieve these challenging targets we are already making significant investments in low-carbon technologies and renewable sources of energy. Our aim is both to decarbonize our own operations and to pioneer the development and distribution of alternative fuels to support our customers’ transition towards new and sustainable forms of mobility. Our work in this area includes solar installations on our assets as well as initiatives to drive improvements in our energy efficiency. Alongside these projects, we are also deploying of a rapidly growing network of Electric Vehicle chargers across our retail network and beyond to ensure that we are leaders in the transition towards sustainable mobility. Over the next year, we plan to make significant progress in the development of our long-term decarbonization and sustainability strategy. We know that this work will be critical to ensuring that Q8 continues to play a key role in the energy transition in the years to come.

We take deep pride in the role that Q8 plays in the markets and communities in which we operate. Our customers continue to inspire our activities and we are determined to meet their changing needs over the years ahead through innovation and transformation. As part of this drive, we are offering an increasingly broad suite of products and solutions to our customers to meet their demand for smart and integrated energy and mobility solutions. Equally, we are deeply committed to give back to the planet and supporting local communities through geographically-spread initiatives that drive positive sustainable change.

Prioritizing the health, safety and well-being of our people remains a cornerstone of our operations. I am immensely proud of the ways in which we have been able to support our colleagues over the last few challenging years through increasingly flexible working arrangements, a renewed focus on wellbeing, and promoting sustainable lifestyles and ways of working. This, together with our high ethical standards, ensures our team’s welfare and positions us to attract top-tier talent.

All this is possible thanks to the strong commitment of our KPI employees who believe in a more sustainable future, for our company and for the world.

Sincerely,  
President & CEO  
Kuwait Petroleum International



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# Who We Are

Kuwait Petroleum International (KPI) - often referred to by our trademark Q8 – is the international downstream arm of Kuwait Petroleum Corporation (KPC).

Established in 1983, our business is to provide energy solutions and services to support the prosperity of the countries where we operate. Over the last four decades, we have achieved consistent growth, both organically and through acquisitions.



1,845  
EMPLOYEES



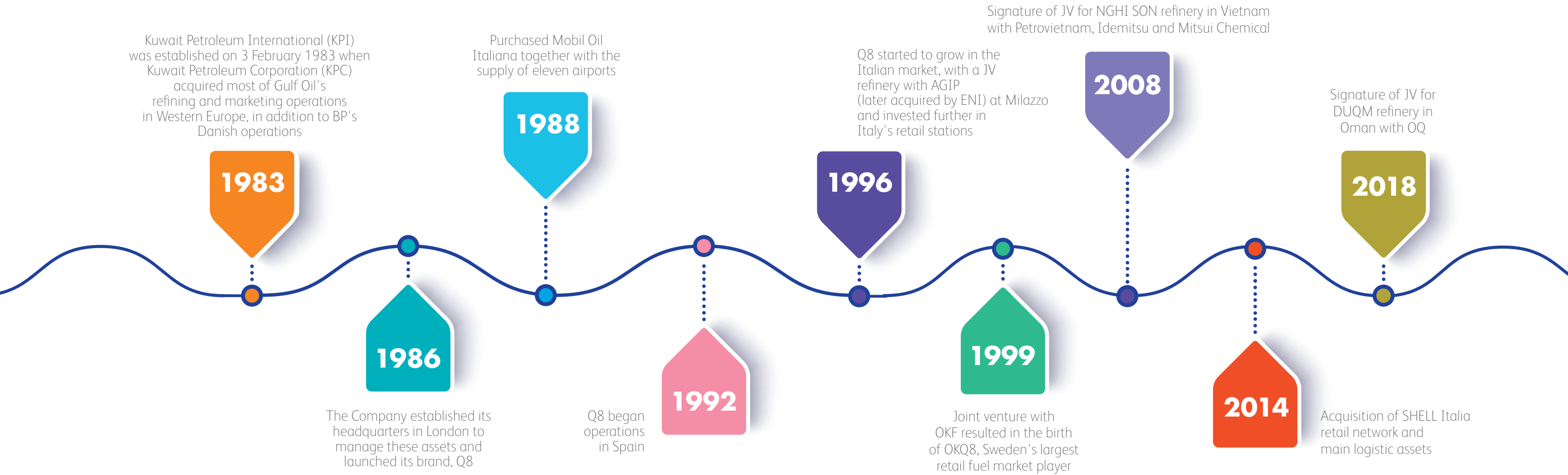
MAIN COUNTRIES OF OPERATION:  
BELGIUM, ITALY, KUWAIT,  
LUXEMBOURG, NETHERLANDS,  
OMAN, SPAIN,  
UNITED KINGDOM, VIETNAM



3,888  
RETAIL STATIONS



REVENUE 2022/23:  
\$ 25 BILLION



# Our Brand

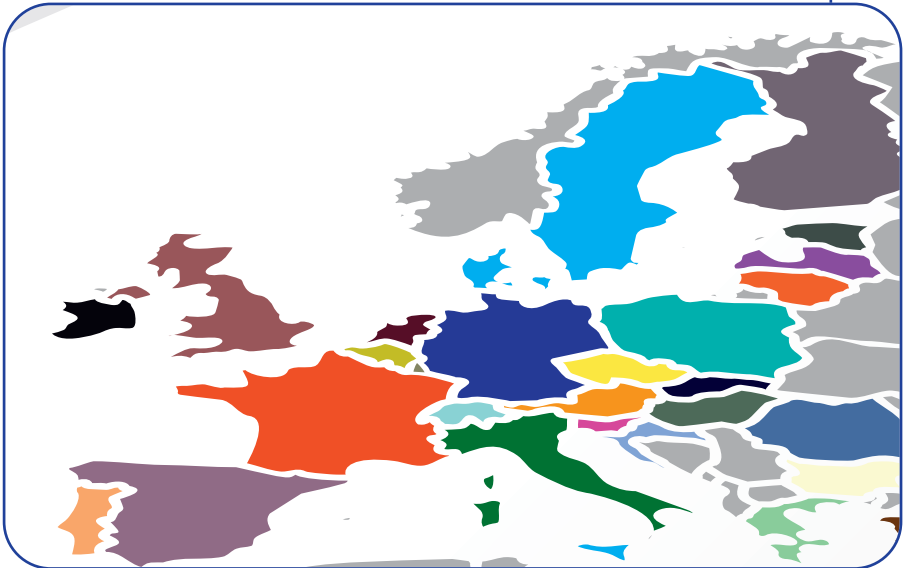
The "Q8" brand, which was launched in 1986 and last renewed in 2014, is highly innovative and original, capable of standing out in terms of being recognisable and memorable. All the aspects of the brand are strongly related to the origins of the Parent Company. From the enticing and striking idea of encapsulating the pronunciation of the shareholders' country of origin in the "Q8" formula, to the reference, through the symbol of the two coloured sails, to Kuwait's ancient maritime vocation and its traditional sailboats (called Dhows).



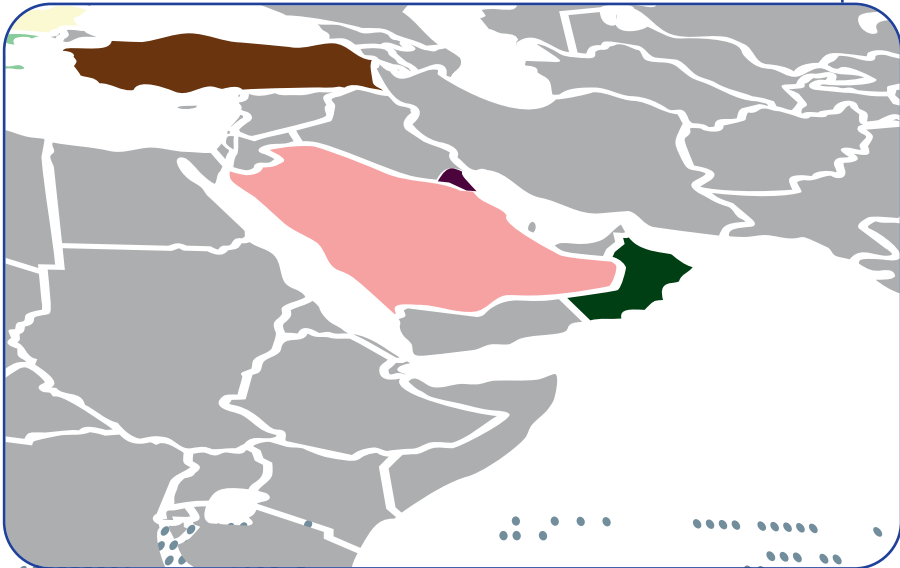
# Overview of our Operations



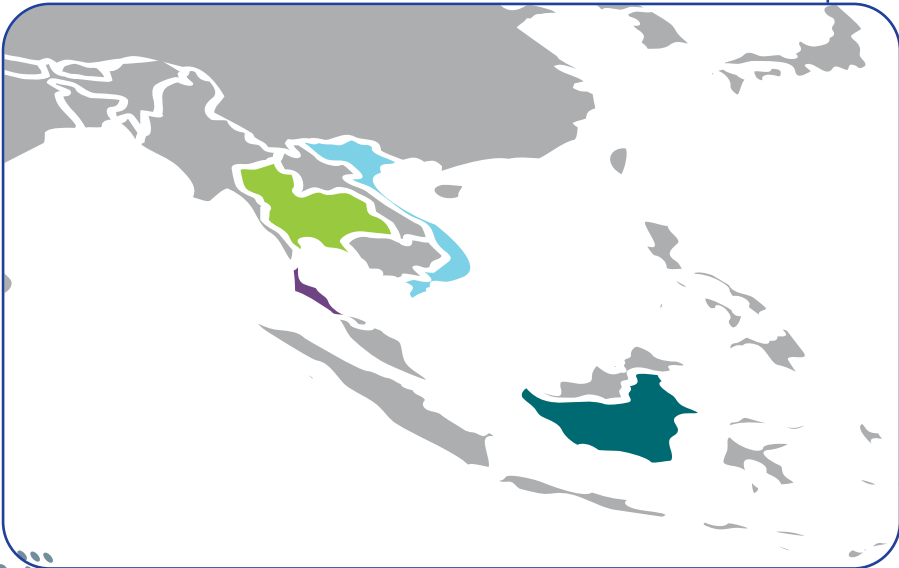
Europe  
EU  
United Kingdom  
Switzerland



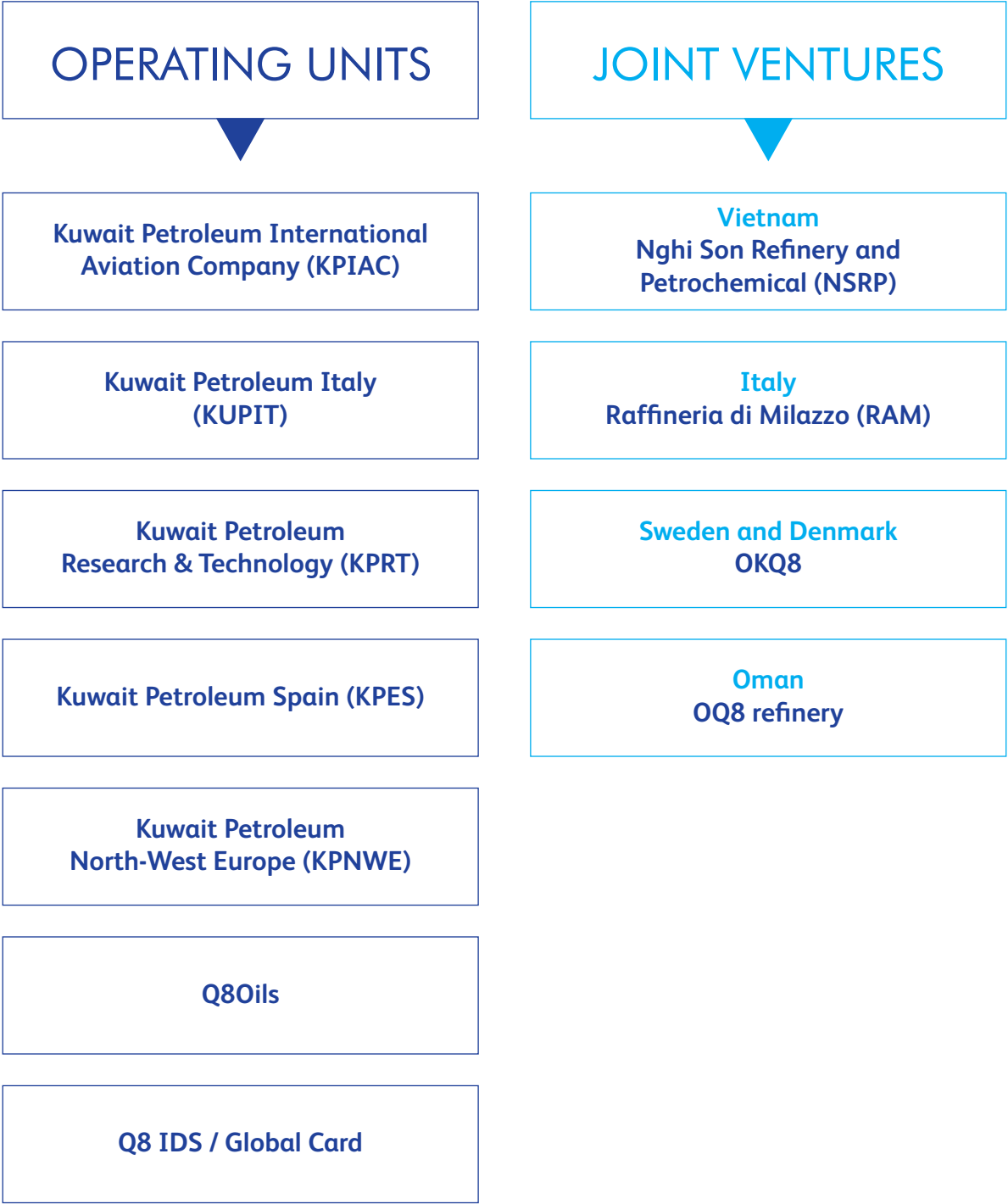
Middle East  
Kuwait  
Saudi Arabia  
Oman  
Turkey



Asia Pacific  
Australia  
Hong Kong  
Thailand  
Vietnam



# Our Network



# Our Values

Being an international energy player leveraging our technical expertise, international presence, its people talent, the trust of partners and customers and appreciated for its social and environmental responsibility: this is the **Vision** shared with the Parent Company.

From the Vision derives the **Mission** to be a company that provides energy and services to support the growth & prosperity of the countries in which it operates.

Coherent and ensuing values characterize the undertaking of the business and are shared with KPC (our Parent Company), being at the core of everything we do.

LIVING OUR VALUES





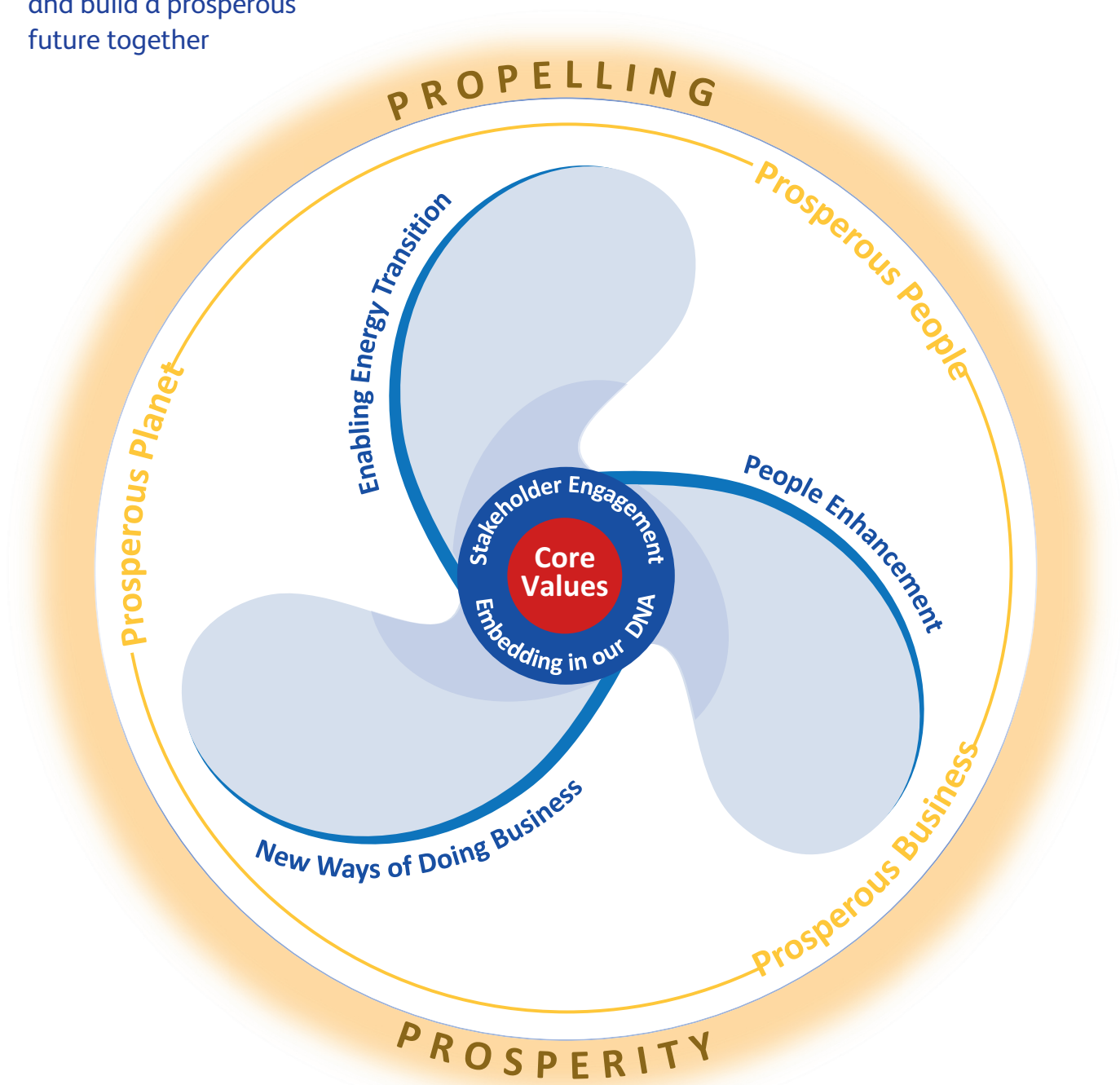
# Sustainability at Q8

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# Propelling Prosperity

OUR PURPOSE:  
create long-term shared value  
with our stakeholders to embrace  
and build a prosperous  
future together



WE DO IT  
by living our values, engaging  
with our stakeholders and  
embedding sustainability in our DNA

# Our Approach

## SUSTAINABILITY AT Q8

Propelling Prosperity is about delivering sustainable energy and mobility solutions targeting Net Zero by 2050 and to do it purposely creating shared value for people and planet. It is deeply rooted in our company core values and ethos and propelled by embedding sustainability in our DNA and through continuous stakeholder engagement. Our approach reflects our commitment to stakeholders, our strong belief in people and in the power of innovation, alongside of sound health & safety, and aims to inform our decision-making process and culture to promote environmental stewardship and human capital development in all what we do. At Q8 our Sustainability Strategy is built around three pillars with the aim of contributing to the achievement of the UN Sustainable Development Goals (SDGs). The impact delivered through our actions on those areas contribute directly to 12 of the SDGs, and indirectly to the others.

New ways of doing business	Enabling the Energy Transition	People Enhancement
Reflects the idea that Q8 has of its own business: ethical, capable of creating long-term shared value and giving ample space to innovation and digitalization in order to respond to stakeholder needs.	Shows our commitment to seek out sustainable and green innovative solutions targeting Net Zero by 2050, and to experiment alternative forms of energy that improve energy efficiency and ensures responsible infrastructure alongside energy security and affordability across our value chain.	Means strong belief and investment in people, both with regard to our employees, to whom we guarantee equal opportunities and advanced forms of welfare and wellbeing, and to the communities and regions where we operate where Q8 is committed to fostering a just transition and ecosystem improvement.

## SUSTAINABILITY GOVERNANCE

At Q8 we have a comprehensive and responsible governance structure in line with highest international performance standards and controls. This comprises, within our Business Management System, the Q8 Ethical Policies and Code of Conduct and our Health, Safety and Environmental Frameworks that influence decision-making and the ways of working across the organization. Q8 is part of Kuwait Petroleum Corporation (KPC), whose Board of Directors to oversee all subsidiary sustainability activities established a Sustainability Executive Committee (SEC) chaired by the Chief Executive Officer and with members representing the subsidiary management. The SEC is responsible for overseeing the entire process of the sustainability reporting agenda and communicating it to the Board. At Q8 subsidiary level its Board delegates responsibility to the Leadership Committee (LCM) to approve and challenge the strategy and through its Group Sustainability Committee to monitor the effective implementation of the Sustainability Framework and the management of the risks associated to it. At Operating Unit level the Sustainability Council, that comprises representatives from each Q8 operating unit and business line, supports the Leadership Committee providing alignment in the implementation of sustainability goals, the development of the needed tools, the exploration of ideas and the promotion of a common approach towards embedding sustainability into the DNA of the organization. All this is supported by cross-organization networks and meetings to foster engagement, enhance knowledge sharing and improve implementation.



# ENERGY TRANSITION STRATEGY

Given our position in the energy industry, addressing climate change is of utmost importance. To achieve sustainable performance across every part of its value chain, Q8 is reducing its environmental impact at the same time than developing new energy businesses.

At the core of this strategy the company intends to be a reliable supplier of energy sources with low intensity emissions, by investing in alternative energy and committing to achieving the Net Zero goal for Scope 1 and 2 emissions in 2050, coherent with the ambition of a company that is projected towards an increasingly sustainable future.

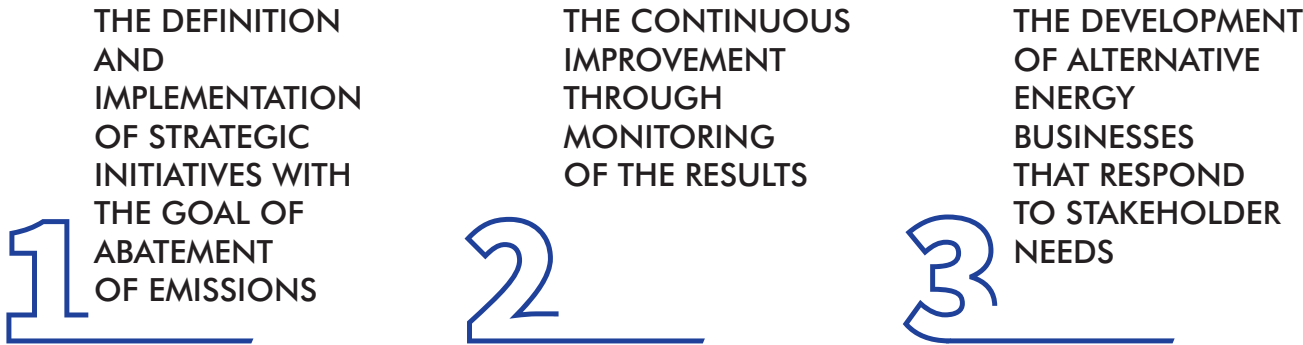
FOR THAT PURPOSE WE HAVE DEFINED  
TWO CLEAR GOALS  
IN RELATION TO OUR EMISSIONS:

- 1

TO ACHIEVE NET ZERO SCOPE 1 AND 2 EMISSIONS UNDER THE EQUITY SHARE APPROACH<sup>1</sup> BY 2050.
- 2

TO REDUCE OUR OWN SCOPE 1 AND 2 EMISSIONS BY 50% BY 2035 UNDER THE CONTROL APPROACH<sup>2</sup>.

# THREE DRIVERS TO ACHIEVE NET ZERO



<sup>1</sup> Under the equity share approach, a company accounts for GHG emissions from operations according to its share of equity in the operation. This approach therefore includes consideration of emissions associated with Q8's Refinery Joint Ventures.

<sup>2</sup> Under the control approach, a company accounts for GHG emissions from operations over which it has control. It does not account for GHG emissions from operations in which it owns an interest /equity but has no control. This approach includes consideration of emissions of 100% owned assets . It does not include consideration of emissions associated with Q8's Refinery Joint Ventures.

# Engaging With Our Stakeholders

A sustainability mindset is pivotal for Q8 to adapt to market and societal changes. Key to it has been the continuous engagement with our stakeholder. This ongoing dialogue helps us identify deep latent needs and transform them into innovative solutions. Through engagement across our entire value chain, we foster the creation of shared value. Working in orchestration with our stakeholders enables new value propositions that could not be delivered in isolation.



# Embedding Sustainability into Our DNA

Just as an ongoing dialogue with stakeholders is essential, investing in our people is fundamental to deliver on our purpose. We believe that it is through our people that we can incorporate sustainable practices and principles into every aspect of the organisation’s operations and culture.

Our values are core in our decision-making process and our ways of working including those regarding sustainability. By working on our competences every day we connect them with our values, and this connection is vital for our organisation long-term success and to build trust with our stakeholders.

With high ethical standards, working as one team, strongly committed to health & safety and excellence, we can foster innovation and strong partnerships while caring for people and celebrating with pride our achievements.

Together as one, we work in embedding sustainability in our DNA. An ongoing process that requires dedication and elasticity to adapt the velocity of travel when needed to continue contributing to the globally shared sustainable goals.



# Materiality

The 17 SDGs and related targets represent an important reference point in our Sustainability Strategy to direct our efforts toward ambitious and globally shared goals that can create real impact.

In line with the requirements of the GRI Standards, we carried out a materiality analysis to identify the most material sustainability themes for our business and our stakeholders representing the greatest impacts on the economy, environmental protection, as well as on the well-being of people, communities and including human rights. They therefore are important building blocks to our sustainability strategy.

As part of our continued drive to ensure full integration of sustainability with business, Q8 aims to involve an increasing number of internal and external stakeholders in the materiality analysis every year to gather relevant perspectives from a wider audience.

The Analysis took into consideration:

- The Material Themes Identified by our Parent Company
- The Activities we Undertake at Q8
- The Sustainability Context in which Q8 operates
- The Expectations of our Stakeholders
- A Benchmark Analysis Involving our Main Peers
- The Themes Identified by the “Oil & Gas” Sector Standard<sup>3</sup>

“

## OUR MATERIAL TOPICS

### New Ways of Doing Business

Long-term Shared Value - Innovation - Multi-Energy offering - Protecting Biodiversity - Responsible Governance and Ethics - Risk Management and Compliance - Cybersecurity

8

9

16

17

### Enabling the Energy Transition

Addressing climate Change - Water Management - Circular Economy Sustainable Value Chains - Waste Management

7

8

9

11

12

13

17

### People Enhancement

Health & Safety - Employee Recruitment & Development & Retention - Human Rights - Diversity & Inclusion - Community Engagement - Our Ecosystems

3

4

5

8

10

17

”

<sup>3</sup> Specific sector standard introduced with the 2021 update of the GRI Standards and applicable to Q8’s situation. In particular, the Sector Standard sets out a list of potential material themes identified on the basis of the most significant impacts in the sector. A specific analysis was undertaken to establish which themes proposed by the “Oil & Gas” Sector Standard could effectively be material given the particular nature of the Company’s business.

# Q8 Highlights 2022/23

We are already making significant progress across the three pillars of our sustainability strategy.

Economic Value Generated  
\$ 24,7 Bn

## Economic Value Distributed

Suppliers	Governments	Employees
\$ 23,8 Bn	\$ 0,25 Bn	\$ 0,31 Bn

Social Investement  
\$ 0,1 Bn

See Long term Shared Value page 46

Employees  
1,845

Countries  
35+

## Ethical and Transparent Governance

Anti-trust	Corruption	Regulatory
0 cases	0 episodes	0 incidents

## NEW WAYS OF DOING BUSINESS

### Low carbon fuel offering



**388,000,000**  
Litres of biofuel blended into our diesel product (roughly 7.5 %).

See Multi-Energy Offering and Innovation page 35

### Electro Mobility



**>1.3 million kWh**  
of power supplied to electric vehicles in the last year.

See Multi-Energy Offering and Innovation page 30

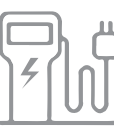
### Sustainable Aviation Fuel



**3**  
Providing Sustainable Aviation Fuels to Europe’s largest 10 airports.

See Multi-Energy Offering and Innovation page 38

### Electric Charging points



**+350,000 EV**  
charging points accessibility through our Fuel and Electric Card business.

See Multi-Energy Offering and Innovation page 31

### EcoLubricants



**Handprint**  
Provide products that Will lower emissions during the production as well as use phase.

See Multi-Energy Offering and Innovation page 36

## ENABLING ENERGY TRANSITION

### Commitment to Net Zero



Total Scope 1 and 2 Location Based Emissions 33.417 tCO<sub>2</sub>eq, a 6 % reduction on previous year.

Addressing Climate Change page 73

### Energy Efficiency



**+450**  
service stations with photovoltaic systems installed on carports.

See Multi-Energy Offering and Innovation page 28

### Renewable electricity consumption



**90%**  
of our electricity consumption is from renewable sources.

See Multi-Energy Offering and Innovation page 29

### Minimize waste



**Circular Initiatives**  
Joining programs to recycle packaging and eliminate waste in our service stations.

See Waste Management and Circularity page 80

### Biodiversity restoration

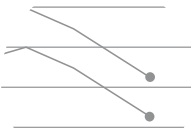


**Biodiversity commitment**  
Increased Awareness and support biodiversity projects in Kuwait, Thailand and Europe.

See Giving back to the Planet page 78

## PEOPLE ENHANCEMENT

### Lost Time Injury Frequency



**0.15**  
LTIFR (Lost Time Injuries Frequency Rate) compared to 0.19 in 2021/2022.

See Health and Safety page 103

### Work related Injuries



**0**  
High Consequence Work-related Injuries or Fatalities Amongst Employees and Contractors.

See Health and Safety page 102

### Recruitment



**46%**  
of new hires last year were under the age of 30.

See People at Q8 page 93

### Diverse & Inclusive Workforce



**32%**  
of our workforce is female.

See Diversity and Inclusion page 97

### Employee Wellbeing



**Be Well & Well-being**  
Programs with activities and events to enhance employee quality of life.

See People at Q8 page 94



# New Ways of Doing Business

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# Our Multi-Energy Offering and Innovation

**PROPELLING PROSPERITY**

Innovating for prosperity to provide a new value proposition to the market that includes an increased renewable and alternative energy offering.

WITH 40 YEARS' EXPERIENCE IN THE INDUSTRY, Q8 IS AN ESTABLISHED WORLD LEADER IN ENERGY AND PETROCHEMICALS INNOVATION AND RESEARCH



- State of the art Blending Plants in Belgium and Italy combined with our own Research and Technology centers.
- Products that exceed the **highest performance requirements**, lowering the energy need and environmental impact of our customers
- Customized product development based on customer challenges
- Developing sustainable lubricants to help our customers decarbonize

## SUPPORTING THE TRANSITION TOWARDS SMART AND SUSTAINABLE MOBILITY

Today, most of the world is united in the fight to combat climate change, as outlined in the Paris Agreement. The overall objective is to limit global warming to well below 2°C and pursue efforts to limit it to 1.5°C. In order to achieve these objectives, the International Panel on Climate Change (IPCC) has made clear that reduction of greenhouse gas (GHG) emissions is key.

The European Union (EU) is leading efforts to mitigate climate change by reducing GHG emissions. The European Green Deal sets out the EU’s strategy to ensure its members align with the objectives of the Paris Agreement. This includes a target to become the first carbon-neutral continent in the world by 2050. As part of the journey towards achieving this aim, the EU has proposed a 2030 emissions reduction target of net 55 % compared to 1990 levels.

Mobility will be a key part of this energy transition. In line with the European Green Deal, the European Commission recently launched its Sustainable and Smart Mobility Strategy, designed to drive increased availability of sustainable mobility alternatives.

Q8 is committed to playing its part in the transition towards a more sustainable future. Given our long-standing role delivering energy products to our customers across Europe, we strongly believe we have a responsibility to lead in the development of the new energy solutions required to support mobility in the future. We continue to commit significant investment in innovation and research designed to enhance our sustainable fuel offering. Over the coming pages, we set out some of our most important activities in this regard, from research into low carbon fuels through to investment in the retail network of the future.

### ULTIMATELY, OUR WORK IN THIS AREA DIRECTLY SUPPORTS THE FOLLOWING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

7 AFFORDABLE AND CLEAN ENERGY

**Affordable and Clean Energy** – we are committed to innovation and research designed to drive the energy transition and ensure our customers have access to sustainable fuels.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

**Industry, Innovation and Infrastructure** – we foster innovation, to build a resilient infrastructure, that promotes inclusive and sustainable industrialisation

11 SUSTAINABLE CITIES AND COMMUNITIES

**Sustainable Cities and Communities** – our retail network will distribute sustainable fuels to communities across Europe, while our growing portfolio of electric charging stations will also give customers access to energy at their homes and workplaces.

# DEVELOPING THE NEW GENERATION OF SUSTAINABLE SERVICE STATIONS

One of the main driving forces in our transformation journey is providing our customers a sustainable journey. To achieve this ambition, we are thoroughly rethinking our service stations so that they are able to cater to the (changing) needs of our customers while they are on the move. More specifically, we want to offer them a wide range of energy, a broad choice of mobility services and further enrich our assortment with healthier food in an attractive and more sustainable environment, taking responsibility for our services and developing. On top of that, we want our service stations to help us achieve our climate ambitions. Therefore, we are redesigning our stations to welcome renewable energy, make smart use of the available energy, incorporate sustainable materials and reduce waste. In recent years, we have already made progress in making our service stations more sustainable, with projects focusing on energy consumption, installing solar panels and piloting new technological solutions. And we are already prepping ourselves for the future.



## Making stations more sustainable

We work in making our stations greener by ensuring the energy we consume is sustainable, all assets in the Benelux and Italy are included in a green power contract. We are also:

- Promoting the use of sustainable, natural materials for service station interiors with, for example, all our new shops built with wooden beams instead of steel.
- Experimenting with new more sustainable refrigeration technologies such as CO<sub>2</sub> or ammonium-based cooling, phasing out cooling liquids, saving up to 24 % for each installation.
- Upgrading our existing network with LED lighting.
- Replacing dishwashers, ovens, and microwaves with more energy-efficient alternatives, helping us reduce energy consumption by 20 %.
- Meticulously monitoring energy consumption at our service stations.

The engineering team is also actively reducing the carbon footprint of service stations' maintenance operations by experimenting with new technologies and digitisation. For instance, all stations are equipped with sensors to allow remote working, meaning that our technicians no longer have to go on site, which in turn reduces transport and emissions. In the future, Q8 Benelux wants to upgrade the sensors so that they indicate when maintenance is required (predictive maintenance). In a pilot study, we installed sensors in the cooling equipment of our entire network of Belgian service stations. Working with our cooling partner, we were able to reduce the number of on-site interventions by 20 %, by detecting the root cause of issues remotely.

Experimenting with CO<sub>2</sub>-based cooling equipment .  
In our quest for further energy savings in our shops, we are experimenting with energy efficient, climate-friendly equipment to provide all-in-one cooling, heating, and ventilation, based on CO<sub>2</sub> with the following benefits:



Climate-friendly: CO<sub>2</sub> is a natural refrigerant perfect for food refrigeration, for example. It is more climate-friendly than other refrigerants because of its Global Warming Potential (GWP) of 1. It is non-toxic , non-flammable, and offers high thermal conductivity.

Energy-efficient: The system uses thermal energy from refrigerated shelves to heat the sales and functional spaces in the shop. The equipment's specific design and built-in technologies ensure that it is 5 % - 15 % more efficient under nominal operating conditions (e.g., minimal defrosting losses, seasonal heat recovery, etc.), has a longer lifetime (reduced wear, low discharge temperature, etc.) and takes up 40 % less floor space.



E-MOBILITY

With Q8 and Tango electric we offer our customers access to a fast-growing network of (fast) charging points, both at our service stations and in the public space. By partnering with some of the major charging station operators, our customers can already use their Q8 and Tango electric cards to charge their EVs at 350.000 charging stations across Europe and at nearly every charging station in the Benelux. In early 2022, we doubled the charging options for our Q8 and Tango electric card users thanks to partnerships with fastcharging company Fastned and the leading international e-roaming platforms Hubeject and GI-REVE. Our ambition is to expand our network even more and by 2030 offer customers access to 95 % of the publicly accessible charging stations in Europe. We are also extending the scope of our electric charging offer to company fleets, allowing employees to recharge their vehicles during office hours, as well as to mobility hubs in cities and towns. Our objective is to also install public charging points at locations other than our service stations in the next few years.

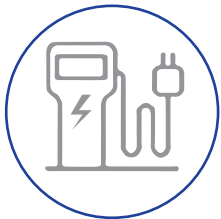
Accelerating EV charging infrastructure rollout ChargeUp Europe is the industry’s voice for EV charging infrastructure. The organisation is working towards an ‘expeditious and effortless’ rollout of EV charging infrastructure in Europe. Q8 joined this initiative recently and subscribes to the fundamental values of ChargeUp Europe, with a commitment to delivering a seamless charging experience for EV drivers, stimulating investment, and creating a consumer-centric, open market model for electric charging infrastructure in Europe.



Q8 ELECTRIC CARD

Q8 electric card: one card, access everywhere. Electric driving is more sustainable, easier and cheaper than driving on fuel. No wonder that many choose an electric car. Discover the benefits of Q8 electric here:

- sharp prices
- Simple and transparent rate plan
- Digital invoices
- Access to Q8 electric management platform and the Q8 electric app



**+350,000 charging points**  
accessible with  
Q8 and Tango electric  
cards across Europe.



VEHICLE SHARING

For 95 % of the time vehicles stand idle, parked in garages or in the street waiting for the next drive. At Q8, we want to see cars being used more efficiently by giving people the opportunity to easily and safely share their car. That is why we invested in SnappCar, the largest Dutch community of private individuals sharing their cars with each other. With this investment, we want to create a joint tango-SnappCar offering, including car sharing, and fuel discounts.

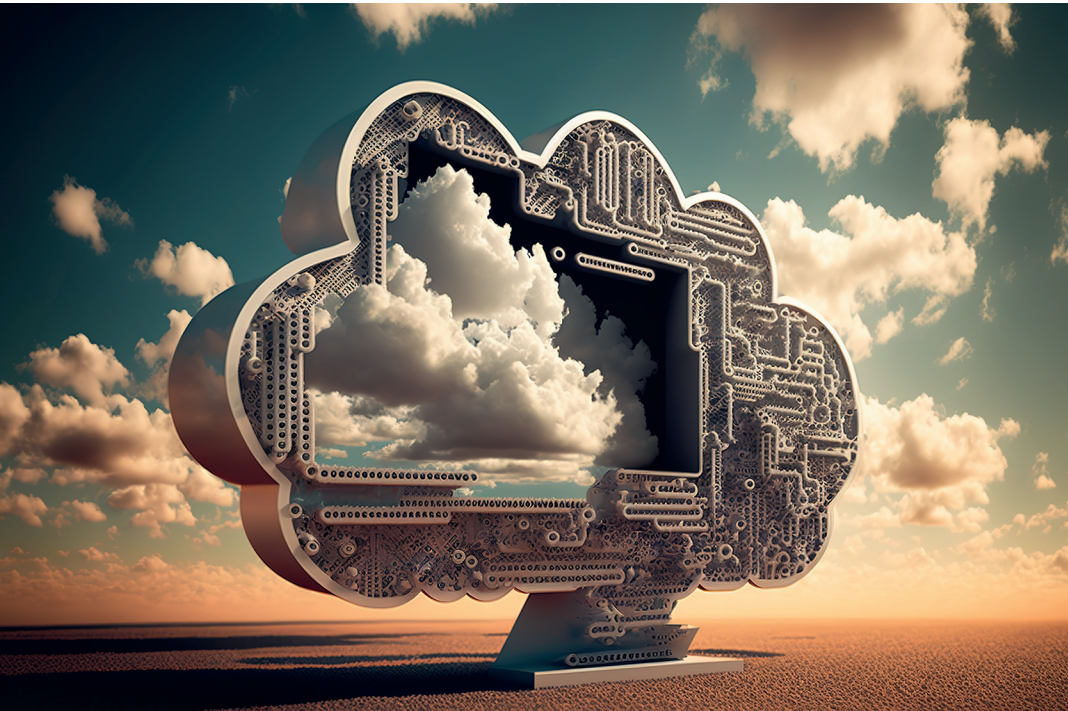




# DIGITAL TRANSFORMATION TO REDUCE ENVIRONMENTAL IMPACT

Since 2019, as part of our Digital Transformation Roadmap Q8 is providing solutions to the market that result in environmental care and new ways of engaging with the mobility ecosystem.

A prerequisite for digital transformation is the ability to collect and analyze in real time all the information generated by the many devices that surround us. For this reason, our business carried out a major upgrade to the company's data centre that enabled it to increase its computing capacity and reduce its energy consumption by more than 20 percent over the last year. To stay at the forefront of technological innovation, Q8 has now embarked on a path to reduce the physical infrastructure that it requires by adopting Cloud solutions that allow, among other things, reduced CO<sub>2</sub> emissions from our assets.



At Q8, we want to make life for customers as easy as possible by enabling them to pay for fuel with a smartphone. Once their bank card is linked to our apps (Q8 Smiles, Club Q8), they need only enter the pump number in the app when they fill up, with no bank card required. In addition, with our apps, customers can collect points every time they fill up and with every purchase that can be exchanged for worthwhile gifts, as well as discounts on the next fuel stop.

# DIGITAL TRANSFORMATION FOR CLIENTS

**CartissimaQ8, Q8Liberty, Tarjetissima:** Do you need optimal flexibility? Then the Q8 cards are something for your company. We have developed cards that go well beyond the purchase of fuel providing a number of additional services in a simple and efficient way. Through them Q8 has the capacity to help the customer calculate their GHG emissions and if needed, a certificate can be released.



## FACILITATING TRUCK FLEET MANAGEMENT

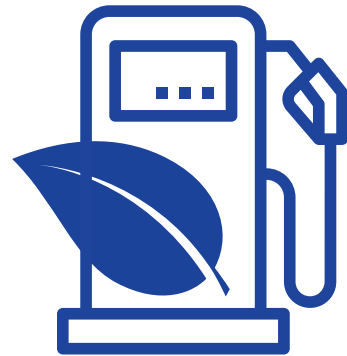
For our International Diesel Services (IDS) customers, we have launched a contactless smart fuel card offering truck fleets the best fuel card security on the market, ensuring safe transactions and full control. IDS customers can manage their fuelling via the secure online customer card management environment iAccount.





## ALTERNATIVE FUELS

As part of our commitment to supporting the energy transition and meeting the changing needs of our customers, we are increasing the provision of alternative fuels across our retail network.



**LNG**  
**CNG**  
**BIOFUELS**  
**HYDROGEN**  
**HVO**  
**LPG**



**LNG Filling Station Network**, in IDS we provide LNG through partnerships in our company owned locations. and also on third party sites through card acceptance.

IDS-Q8 together with Rolande are building a European network for environmentally friendly fueling and at the same time profitable truck freight transport at central locations such as Lübeck. "The goal is to create an LNG network that covers the entire European continent. To achieve this, Rolande is building on its own locations, but also on long-term partnerships. With the expansion of the

public LNG filling station network, together with our partner, we are realising another important building block in the quest for climate-friendly logistics in Europe. IDS-Q8 is committed to a more sustainable offering. We continuously monitor our customers' needs to make sure we anticipate accordingly. The expertise of Rolande is highly valued and we are proud of adding more LNG locations to our network", This contributes to a significant reduction in CO2 emissions by long distance traffic, which is in line with our company objectives.



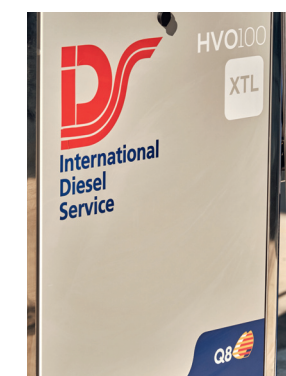
**CNG (Compressed Natural Gas)**, is a new, environmentally-friendly fuel: its CO2 and fine particle emissions are 20 to 25 % lower compared to gasoline or diesel. This fuel ensures a high level of driving comfort and a range comparable to conventional fuels. With a full tank, you can drive up to 500 km. And with a hybrid engine combining gasoline and natural gas, you can reach up to 1000 km. Moreover, CNG technology is very safe: you can refuel and park anywhere, including underground.

## BIOFUELS



**Q8 HVO +**, an exclusive Q8 formulation which, by combining HVO (Hydrotreated Vegetable Oil) with specifically designed latest-generation detergent molecules makes it possible to reduce emissions, further improve product characteristics, and keep clean the engine and fuel systems, preserving their correct operation over time.

**Q8 HVO 100**, through our partnership with the Finnish company Neste, the world's largest producer of renewable diesel and sustainable aviation fuel, we are the first in Belgium to offer this sustainable diesel product on a large scale. Neste MY Renewable DieselTM is an HVO100 premium diesel made from 100 % renewable resources which reduces CO2 emission by 90 % compared to fossil diesel. In addition, it is a 'drop-in fuel', meaning it is fully compatible.



**IDS HVO100**, International Diesel Service is strongly committed to HVO100 in order to anticipate on the market shift towards more sustainable fuel for long-haul transport. HVO is a premium diesel product made entirely from renewable raw materials. It is the most sustainable fuel for diesel vehicles on the market with 30 % less emissions of particulate matter, 9 % less nitrogen oxide (NOX) and even 90 % less CO2 compared to regular diesel. This pure HVO (HVO100) can perfectly be refuelled in ordinary diesel engines (EN15940), without any modifications being necessary. We are currently operating a total of 70 IDS/HVO100 stations in Denmark, Sweden, Belgium, Netherlands, Italy and Norway.



# SUSTAINABLE LUBRICANTS

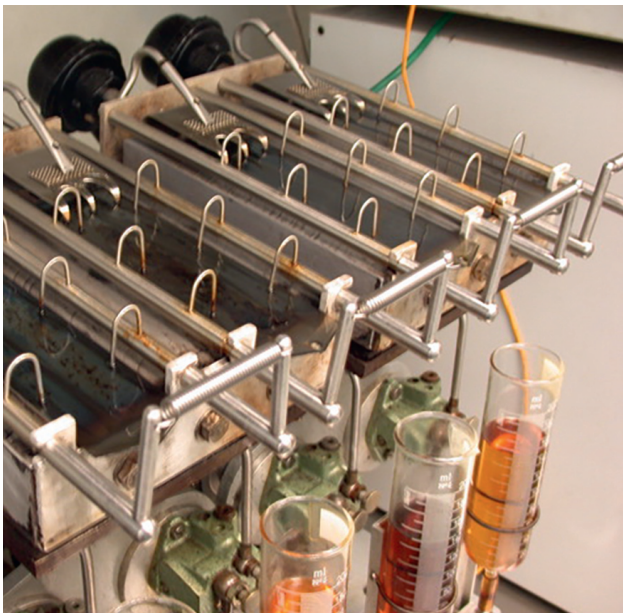
Sustainability is not just a buzzword at Q8Oils. It's a fundamental responsibility that drives our commitment to environmental stewardship. Through continuous innovation, Q8Oils has developed an extensive portfolio of sustainable lubricants, with the primary aim of not only reducing our ecological footprint but also that of our valued customers.

Q8Oils has a full range of sustainable and eco-friendly lubricants, a few examples are:

- Q8 Holbein Bio Plus and Q8 Holbein Bio Long Life:**  
 Biodegradable hydraulic oils formulated using readily biodegradable esters, exhibiting an exceptional biodegradability rate of over 70 % within just 28 days, as confirmed by the OECD 301 B test. These eco-conscious products are designed with a profound commitment to minimizing their environmental impact. They find ideal application in rugged hydraulic systems situated in environmentally sensitive domains, including agriculture, forestry, waterworks, and marine environments.
- Q8 Hunt and Q8 Hunt HV:**  
 Low footprint sustainable hydraulic fluids, suitable for a diverse spectrum of hydraulic applications. Using this fluid contributes to a substantial reduction (over 60 %) in the carbon footprint when compared to conventional hydraulic oils. Q8 Hunt and Q8 Hunt HV meet the industrial hydraulic standard DIN 51524-2 HLP, thanks to its unique formulation blending re-refined base oils with carefully selected additives.



- Q8 T 2400 BIO**  
 Environmentally conscious choice as a biodegradable universal tractor transmission fluid. This ecologically friendly fluid is based on rapeseed oil. The biodegradability rate is 65 % according to OECD 301B standards. Widely employed in agricultural and off-highway construction equipment, Q8 T 2400 BIO is the preferred choice for those seeking environmentally friendly fluid solutions.
- Q8 Renoir EP 142:**  
 Excellent synthetic multi-purpose EP-grease and formulated for applications in environmentally sensitive areas. This grease is inherently biodegradable, offering exceptional water resistance and is completely free from hazardous components.





# SUSTAINABLE AVIATION FUEL

We understand that Sustainable Aviation Fuel (SAF) will play a vital role in enabling the Aviation industry to achieve its goal of achieving net zero carbon emissions by 2050. Sustainable Aviation Fuel is a homogenous blend of conventional jet fuel and Synthetic Blending Component (SBC) that meets a recognised international sustainability specification (e.g. RSB and ISCC) and is certified as a Jet A1 blend component for us in commercial aircraft up to a maximum blend ratio. The independent Sustainability certification of each SBC ensures a reduction in the lifecycle Greenhouse Gas (GHG) emissions (versus conventional jet fuel). Typically, a lifecycle GHG emissions reduction of up to 80 % when compared to jet fuel can be achieved using the SBC that we source. Q8 is at the forefront of creating partnerships to make sure this is possible and are working every day to secure the best possible supply to where our customers need it. Q8Aviation supports the proposed UK and European (RefuelEU) SAF mandates, expected to be implemented from 2025 onwards, and is a participating member of the Jet Zero Council (JZC) SAF Delivery Group, the UK’s public-private partnership for accelerating delivery of SAF to the UK market. As a matter of fact, we supplied the first ever SAF delivery to London Gatwick.

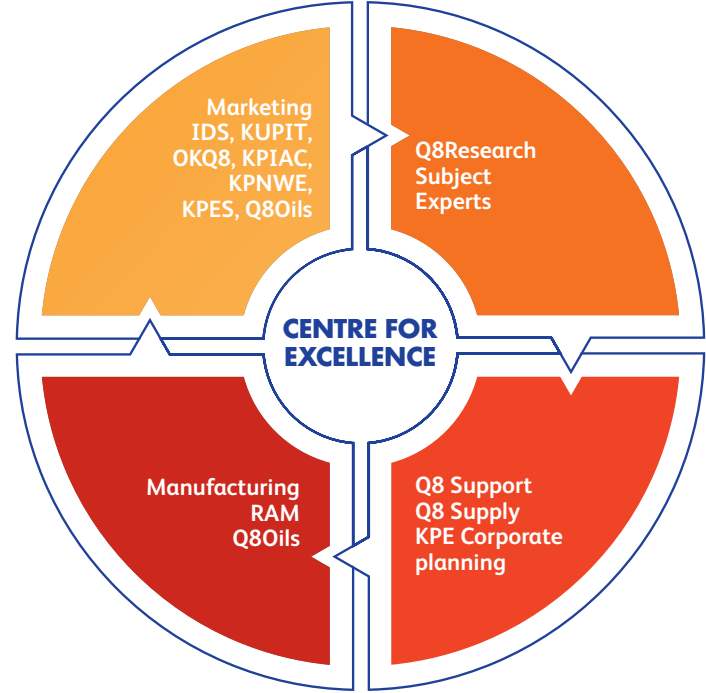




# Innovation

We recognize that innovation is of critical importance to the our industry and we aim to play a leading role in the drive towards sustainable energy and mobility. Our Centres for Excellence lead our research and innovation around electro mobility and alternative fuels, including hydrogen and biofuels. We have already made significant progress in integrating these alternative fuels into our business model and we plan to expand our sustainable offering in order to build a prosperous future together.

## CENTRE FOR EXCELLENCE



- Provide **strategic options & recommendations** in order to establish an **alternative fuels roadmap** in adherence to long-term strategy
- Closely monitor the **latest information** on regional and **national legal and regulatory developments** for the markets in which we operate
- Provide a platform to support **collaboration and sharing of company wide best practices** on alternative fuels and decarbonization
- Lead our development of **alternative fuels, hydrogen, low-carbon fuels and e-fuels** to meet future market needs
- **Enhance skills, expertise and knowledge** across the Q8 Group, and drive the effective use of existing resources

## ELECTRO MOBILITY

To support the transition to cleaner, greener, and smarter mobility, in line with the European Green Deal, the European Commission launched its Sustainable and Smart Mobility Strategy. This strategy is set to modernise the EU transport system, with green alternatives widely available and the right incentives put in place to drive the transition. Demand for Battery Electric Vehicles is rising quickly, with 2.6m BEV vehicles sold in Europe during 2022. This number is projected to rise to 4.8m by 2028. We strongly believe that BEVs will play a central role in enabling the transition towards green and sustainable forms of mobility. To this end, we continue to develop and grow our network of BEV charging points across the regions in which we operate. We have also begun to install BEV chargers in the communities around us, in order to provide our customers with access to the energy they need whether they are at home, at work or elsewhere. By 2030, at least 30 million zero emission cars will be in operation on European roads and, by 2050, all new cars and heavy-duty vehicles (vans, buses, etc) are expected to be zero-emission. Various high-level studies (including from the Hydrogen Council and the Fuel Cells and Hydrogen Joint Undertaking ) expect that hydrogen as a fuel for heavy goods transport will become competitive with electric vehicles before 2030, and even with diesel, for some specific applications.

## HYDROGEN

To support wider use of hydrogen, the EU is currently developing more than 50 ‘hydrogen valleys’ – regional integrated hydrogen ecosystems. Q8 continues to contribute to research on the potential use of hydrogen as a long-term alternative to hydrocarbon fuels. We are currently developing two new pilot hydrogen retail stations in Italy, in collaboration with the Italian Government.

**Rome V. Ardeatina** – The station will sit along the Scandinavian-Mediterranean Trans-European Transport Network (Ten-T) and around 20 km from the “Malagrotta” Hydrogen Valley of Rome. Rome V. Ardeatina will predominantly support municipal services fleets.

**Porpetto** – Located in the North Adriatic Hydrogen Valley (NAHV), Porpetto will sit along two of the most important Ten-Ts, the Mediterranean and Baltic corridors. The station will service high volumes of haulage and fleet customers.

## BIOFUELS

At Q8, all the petroleum diesel that we distribute is blended with bio-fuels, including Hydrotreated Vegetable Oils (HVO) and biomethane. The precise quantity of biofuel contained within our diesel products varies between regions, in part due to differing legal limits on biofuel composition. Overall, the mix of biofuels in diesel distributed by Q8 stood at roughly 7.5 % during the 2022/2023 period.

Alongside distribution of biodiesel products, we are also active in the blending and distribution of Sustainable Aviation Fuels (SAF) for aircraft. The SAF products which we source and distribute typically achieve a lifecycle GHG emissions reduction of up to 80 % when compared to traditional jet fuels.

To further drive our involvement in the biofuels market, we are also closely involved in plans to introduce biofuel production capacity at Raffineria di Milazzo (RAM), a refinery in which Q8 is a 50 % equity shareholder. Over the next five years, RAM will begin SAF production through co-processing using alternative feedstocks such as Used Cooking Oil (UCO), animal and vegetable fat. RAM is also developing plans to add facilities to facilitate anaerobic digestion of bio-feedstock to generate an anticipated 500 Nm3/h of Bio-methane by 2028.

Alongside these initiatives, Q8 research is actively involved in the analysis and testing of potential sustainable biofuels that are capable of unlocking enhanced energy performance while also reducing the GHG emissions associated with consumption.





# COMMITMENT TO EUROPEAN PROJECTS



## BIOSFERA

Q8 is involved in BioSFerA, a European research project for the development of innovative high-performance biofuels, aimed at reducing greenhouse gas emissions of sea and air transportation. The BioSFerA project aims to validate a combined thermochemical - biochemical pathway to develop cost-effective technology to produce sustainable aviation and maritime fuels. At the end of the project next generation aviation and maritime biofuels, completely derived from waste, will be produced and validated by industrial partners at pilot scale.

## ALTERNATIVE FUELS: CRE8 CREATING THE STATION OF THE FUTURE AND RE-CRE8



A structured and long-term project to meet the needs for sustainable mobility in order to offer the fuel network low-impact products, such as methane (both liquid and gas) and electricity. A network which now includes **42 service stations** offering methane located around Italy, as well as **3 with infrastructure for liquified methane gas** and fully **250 for LPG**. As part of this broad program, already in 2018 the project **CRE8 - CREATING THE STATION OF THE FUTURE** was launched and won recognition from the European Union through the allocation of CEF (Connecting Europe Facility) funds for the realisation of sustainable and interconnected trans-European networks. A project which was boosted in March 2023 by a new agreement with CINEA (which co-invests) with **RE-CRE8** which envisages the installation on **30 existing service stations of high-power recharging infrastructure** (HPC 300kW).

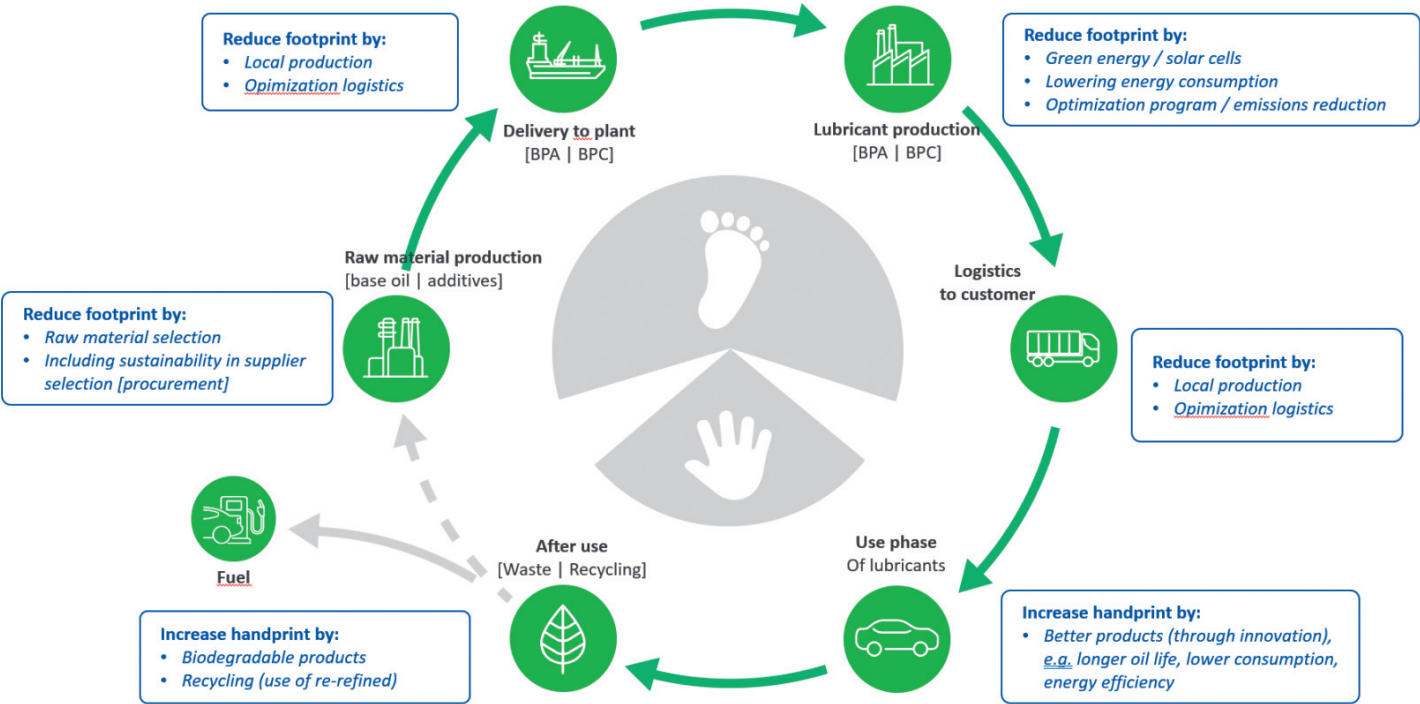
# LUBRICANTS KEEP THE WORLD MOVING

Lubricants keep the world moving. They reduce friction and can reduce energy consumption.

## REDUCE FOOTPRINT (REDUCING THE ENVIRONMENTAL IMPACT OF PRODUCTS)

At the same time, it is important that lubricants are produced and used in a responsible manner, to minimize the lubricant (product) carbon footprint. Q8Oils has placed significant emphasis on reducing the environmental impact of our products after use through the introduction of biodegradable products and the facilitation of increased recycling of our products.

Our commitment  
In every step of the value chain



## INCREASE HANDPRINT (AVOID EMISSIONS DURING THE USE PHASE)

We are dedicated to optimizing our handprint to maximize our positive impact on the environment during the use phase of our products through continuous improvements in their design and innovation. By using a high quality product, the customer can make their equipment run smoother due to better lubrication. These developments are leading to longer oil life, lower oil consumption and enhanced energy efficiency. This provides a reduction in carbon emissions. The above-mentioned measures are of importance in different sectors. Such as industrial machines, as gas engine motors and metalworking.



# OUR PARTNERSHIPS FOR SUSTAINABILITY

Partnerships are at the core of our engagement with our stakeholders. Through orchestration we work together creating shared value and providing new value propositions that could not be delivered in isolation.

Participation in associations is another key element, where while caring for legitimate corporate interests, Q8 contributes to the global partnership for sustainable development. For this reason, Q8 actively participates in by both holding key roles and through the expert input of its staff.

17 PARTNERSHIPS FOR THE GOALS



  
Shop & go

  
Geml by Fedil

  
Panos

  
Starbucks

  
eViolin

  
Unione Energie per la Mobilità  
(part of Confindustria)

  
VSN

  
Assogasliquidi  
(part of Federchimica)

  
EVB

  
FuelsEurope

  
Energia

  
Unione Industriali Napoli

  
UKLA  
UNITED KINGDOM LUBRICANTS ASSOCIATION

  
Concawe

  
JIG  
JOINT INSPECTION GROUP

  
Energy Institute

  
Ueil

  
Atiel  
DRIVING STANDARDS IN LUBRICANT TECHNOLOGY

  
ChargeUp  
EUROPE

  
Vemobin  
VERENIGING ENERGIE VOOR MOBILITEIT EN INDUSTRIE

  
The Shift

  
Hydrogen Europe

# Long-term Shared Value

## GENERATING AND DISTRIBUTING VALUE

We are deeply proud of the positive economic impact that our business undertakings and those of our subsidiaries have. Our generation of economic value provides a wide array of benefits to stakeholders, local communities and the countries and territories in which we operate. By playing a pivotal role in the energy landscape, our operations contribute significantly to value generation, job creation and wealth distribution through taxation. We are dedicated to employing talent across sectors, geographies and communities, and contribute to stimulating local economic activity and enhancing prosperity. Our strong economic performance contributes directly to the countries in which we operate via government controlled taxation. We acknowledge the significant benefits that this offers to the citizens of these countries and have consistently applied an ethical and transparent approach to the calculation and reporting of our tax contributions.

Alongside the ongoing global recovery from the COVID-19 pandemic, our 2022/2023 financial year was also impacted by volatility in global energy markets. These market conditions were the result of a number of dynamics including widespread inflation and the war in Ukraine. As a result of challenges to the supply of energy, in particular in Europe, energy prices reached five year highs in 2022, resulting in dramatic increases in energy and fuel bills for end consumers. While we benefited financially from higher prices our products demanded during the 2022/2023 reporting period, we also remained dedicated to providing a stable supply of energy products to our customers.

KEY FINANCIALS	FY 22-23 (US\$'000)	FY 21-22 (US\$'000)
Gross economic value generated	24,781,886	17,171,095
Net economic value generated	24,500,726	16,872,653
Economic value distributed	24,439,156	16,824,591
Economic value retained	61,570	48,062

## LONG TERM VALUE

We maintain strong relationships with the communities and territories in which we operate, and we are deeply proud of our economic contribution to these jurisdictions. The economic value distributed by Q8 to public administrations increased to \$255,870,000 in 2022/2023, a 24.5 % increase on prior year.



To suppliers	To public administrations	To personnel
\$ 23,873,130,000	\$ 255,870,000	\$ 310,156,000

ANALYSIS OF THE ECONOMIC VALUE GENERATED AND DISTRIBUTED BY Q8 DURING THE REPORTING PERIOD SHOWS THAT:		
• Value distributed to <b>suppliers</b> represent 97.7 % of the value distributed by the Company. The costs of production include all the typical operating costs.	• Value distributed to <b>Public Administrations</b> received roughly 1 % of the economic value generated by the Company, representing organizational taxes such as corporate, income, and property tax.	• Value distributed to <b>employees</b> and collaborators constitutes 1.3 % of the economic value distributed. No value was distributed to shareholders or banks during the 2022/2023 reporting period.



# COMMITMENT TO SHARED VALUE CREATION:

Q8’s resolute dedication to Shared Value resonates through efforts uniting business progress and community advancement deeply rooted in our Sustainability approach. This ethos echoes our commitment to innovative leadership and catalyzing change. We address societal needs and challenges through business itself. By integrating and orchestrating these initiatives into our business model and culture, we create shared value while addressing unmet social and planetary needs.

Orchestrating themes and actors drive innovation and learning, enhancing Q8’s commitment to nurturing diverse ecosystem and community needs through strategic solutions aligned with the overarching goal of propelling prosperity. This approach creates focus, empowers employees and stakeholders as change architects, yielding greater global impact than achievable individually.

United by a common overarching goal to create shared value. Bringing together this mix of interests, beliefs, cultures and traditions required an approach in which all could play a part. In such an environment, orchestration proved to be the most effective strategy to tackle systemic challenges. Is in such an environment where orchestration is best suited to address systemic challenges motivated by the realisation that fundamental changes are necessary to make economies and organisations environmentally sustainable.

The world is at the brink of change. Systemic challenges require a new approach to make economies and organizations environmentally, socially and economically sustainable. Ambitious yet challenging, Q8 aims to be an agent of change positively influencing ethical and environmental discussions while fostering an orchestrated sustainable business model that creates shared value.

*Creating Shared Value is addressing societal needs and challenges through business itself, with a Business Model.*

Prof. Michael Porter

# STUDYING THE BUSINESS, THE BUSINESS OF STUDYING

Public pressure on Energy sector and need to attract talent urged driving awareness among local youth about Q8’s high sustainability standards, informing them about Napoli Depot’s strategic role in the region’s Energy Security and Affordability. Campaigns with students, teachers and families enhanced future interest to join the industry turning them into reliable sustainability ambassadors boosting Q8’s image.

Italy



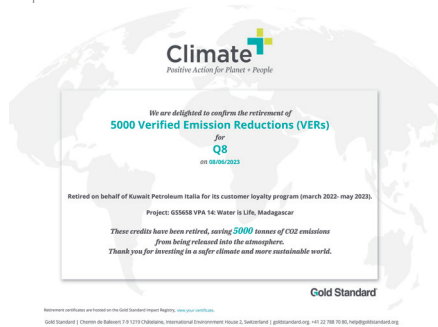
# SOCIAL INNOVATION MANAGER

Addressing community needs by developing social innovation skills for not-for-profit leaders to drive social change and inclusive transformation. Leverage this partnership to amplify Q8 sustainability approach, propelling prosperity in the region and the business.

Italy



## CO<sub>2</sub>MPENSIAMO: THE WATER IS LIFE PROJECT



Thanks to the CO<sub>2</sub>MPENSIAMO prize, the value of which has been doubled thanks to Q8's contribution, 5,000 tonnes of CO<sub>2</sub> were offset by purchasing certified carbon credits. In this way support is provided to the Water is Life project to provide safe and clean drinking water to families in one of the poorest villages in Madagascar, contributing to the achievement of four of the UN Agenda 2030 goals:



n.3 Good health and well-being



n.6 Clean water and sanitation



n.12 Responsible consumption and production



n.13 Climate action

Italy

## NGHI SON SCHOLARSHIP PROGRAM

The Refinery is located in Thanh Hoa province, which houses one of the largest population in Vietnam with still limited highly-skilled workers. Developing local labour through scholarships ensures business continuity for the refinery and the community. It enabled bringing skilled workers back to Nghi Son from Hanoi (100kms away) for good job opportunities, contributing to the development of their homeland and improving the business model. Due to the high success of the program and to ensure Nghi Son region long-term local employment and community development, it continues to be implemented in an ongoing basis.



Vietnam

## ENGLISH LITERACY FOR LEADERSHIP SKILLS DEVELOPMENT

The British Council prepared 60 students for Higher Education developing their English communication skills as well as their leadership and interpersonal skills, such as time management. All this fostering scholarship opportunities for students to get the necessary education to be ready for employment enhancing business continuity to the refinery and the community.



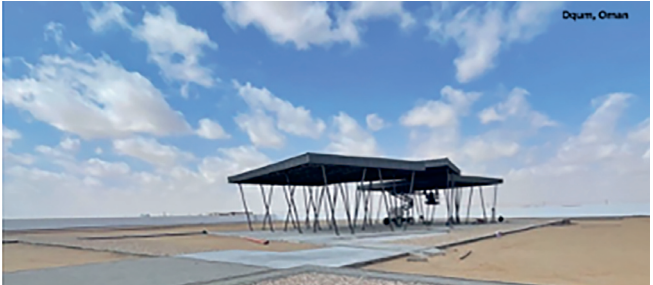
Oman

## DHAHAR FRIDAY MARKET PROMOTION PLATFORM AND IN COUNTRY VALUE PROGRAM

This traditional Omani Market concept connects local business owners within Duqm and other Wilayats every Friday, facilitating product promotion and networking opportunities.

Our In-country value program drives responsible procurement from local entrepreneurs, SMEs or larger organisation in Oman promoting in-country value creation and retention and a long-term sustainable business model.

Oman



## DUQM REFINERY “MAJLIS” AND “WALI” MEETINGS



To build strategic alignment with our stakeholders, we conduct monthly meetings, fostering continuous open dialogue as a key tool to achieve a mutually beneficial relationship with local communities.

The highlight of this, is the annual “Majlis” (Get Together) event involving higher management, government and key stakeholders for a yearly update, collaborative exchange and active input.

Monthly meeting with the “Wali” (Government Official) enables ongoing communication between the refinery and the government

Our commitment is deeply rooted in the belief that the local community is a key enabler of the successful delivery of our business, and our commitment to generating prosperity extends to both shareholders and the surrounded community. Safely managing and delivering the Refinery project depends on obtaining the necessary official permits from authorities, and just as importantly, the informal consent and support from the communities living in and around Duqm. fostering continuous open dialogue.

Oman



# Sustainable Ways of Working, Governance and Ethics

**PROPELLING PROSPERITY**  
 Propelling Prosperity is deeply rooted in our company values and ethos, being recognised as an industry leader in the region, showing high levels of integrity in all our activities and propelled by embedding sustainability in our DNA.

In today’s dynamic world, as an lead energy and mobility player we are reimagining what it means to be sustainable and we all know it is much more than just delivering clean energy. It is about curating experiences and creating relationships that are rooted in sustainable principles. It’s about the experiences we create and the relationships we nurture. Customers today expect not just reliable service but meaningful engagement that reflects shared value. Imagine a customer journey where every interaction is a testament of it, and a workplace where employee well-being sparks creativity and a genuine sense of purpose. Within the company walls, employees can thrive best when they are accountable while truly cared for, with opportunities that unlock their potential and with platforms and channels in place that allow them to contribute to the company’s sustainability goals. All this, requires a holistic approach that extends to all our stakeholders, recognizing that in the intricate dance of modern business, every step counts towards a sustainable future.

Q8 has committed itself to playing its part in this journey towards creating a more sustainable future taking responsibility for our carbon footprint by strengthening our positive and reducing our negative impacts on carbon emissions throughout our value chain and to remain a reliable sustainable solution provider to all our stakeholders acting with high ethical standards.

Q8 strives to be the best possible energy and mobility partner for customers throughout their entire journey. We want to be a sustainable Mobility player putting customers first and focusing on a positive customer experience through innovative products and services beyond fuels. As such, we have a constant dialogue with our stekholders through several channels. We also intensively use social media to talk to each other. We aim to understand customer behaviour and measure satisfaction and loyalty in order to fulfil their current and future needs. We explore and introduce new solutions that make the customer journey more enjoyable and sustainable.



Employee experience is an essential pillar of Q8’s vision. As an attractive employer offering continuous learning and self-improvement, we are creating a future-proof digital work environment. We focus on building a networked organisation where we better ourselves and each other, where we lead instead of manage. Building on our 5 Forces, we act and don’t just react, we take risks and challenge ourselves.

Along with customer and employee experience, engaging with our wider range of stakeholders, from suppliers to governments, investors or non-profit organizations, is vital for the success of our business and operations. Only through working together with them in orchestration, Q8 is able to provide new value propositions to the market that would not be possible to deliver by the parties individually.

## RESPONSIBLE GOVERNANCE

At Q8, our new ways of doing business are underpinned by responsible governance structures

### Board of Directors

Our Board of Directors is our highest governing body, and has responsibility for providing governance and oversight over our business. The Board sets our strategy and operating budget, and oversees the successful execution of this strategy. The Board also monitors our overall performance, including our sustainability performance and impact, and the execution of our sustainability strategy. Our Board is required to meet at least quarterly.

The appointment and selection of the Board of Directors and of the Chief Executive Officer take place in agreement with our parent company and shareholder, KPC. This process is conducted in compliance with precise and detailed internal procedures which set out requirements for appointments process. This includes the selection criteria used, which align with the principles of non-discrimination and equal opportunities. All Board appointments are made without any consideration related to gender or other personal characteristics of the candidate. The appointment of the Chief Executive Officer is made guaranteeing that the position may be held should there be no potential conflicts of interest, such as for example due to holding different roles and positions within the Group at the same time.

### Audit and Risk Committee

Our Board is supported in its duties by the Audit and Risk Committee, a standing committee of the Board. The Audit and Risk Committee was formed in 2005 to provide additional oversight over the quality and effectiveness of internal controls across the Q8 group of companies, and make decisions in relation to Q8’s internal controls and audit function.



### Succession Planning Committee

The Succession Planning Committee is a management committee responsible for ensuring effective succession planning at Q8 senior management level. The mandate of the Succession Planning Committees is:

- To identify and secure successors for key management positions
- To review and approve 1st and 2nd line management appointments, expatriate assignments and contract extensions
- To ensure all potential senior managers follow a structured development program with placements within OUs and Q8 Head Offices

### Leadership Committee

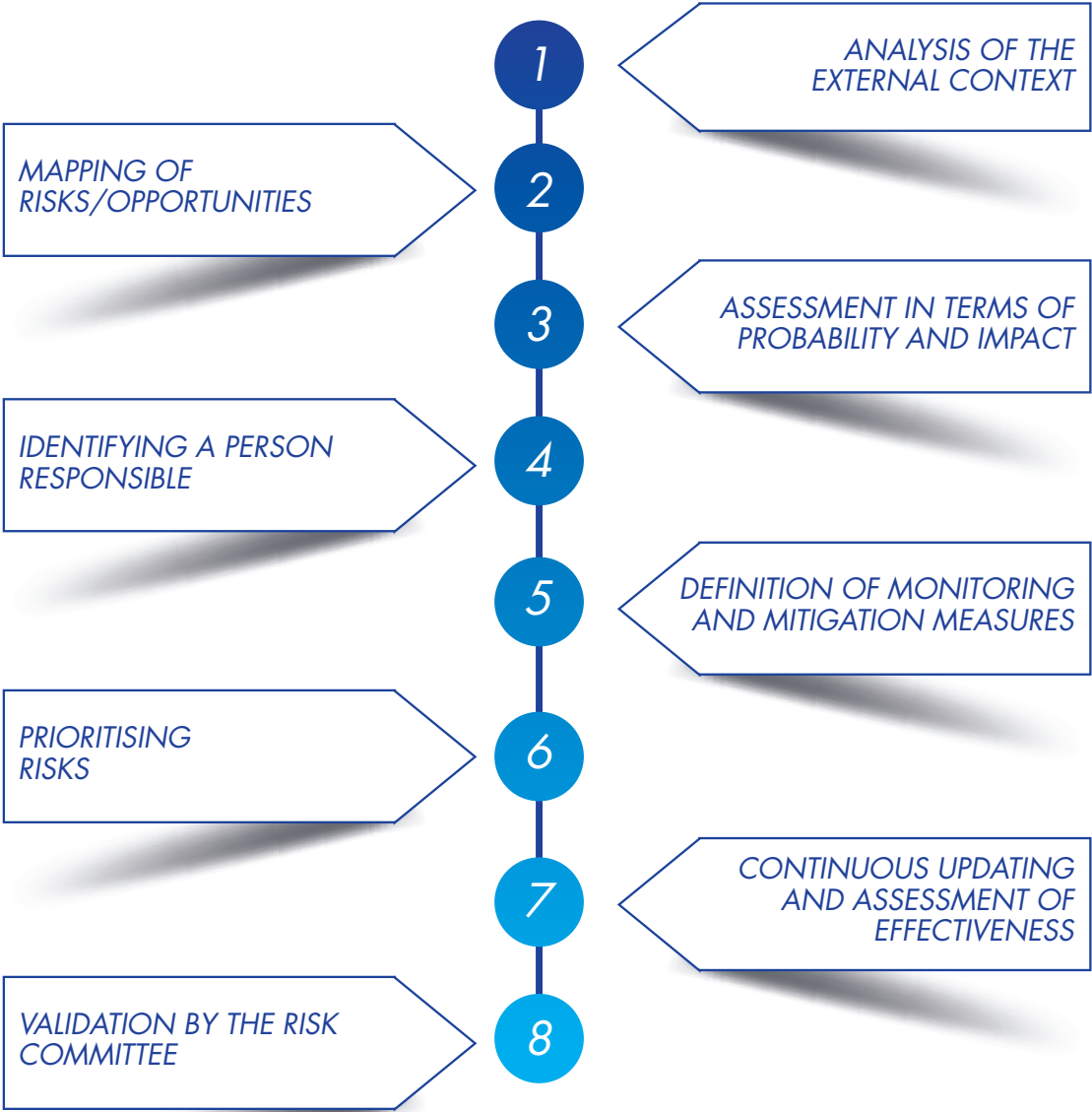
Our Leadership Committee (LCM) comprises our most senior executives and senior managers including the Chief Executive Officer & President, Executive Vice Presidents, and Operating Units Managing Directors. The purpose of the LCM is to act as forum for consultation and the development of management consensus on key issues relevant to Q8 and its Operating Units.

At Q8 we continue to allocate a percentage of the Senior Management **Remuneration** linked to sustainability performance. This is achieved through integration of specific environmental, energy transition and HSSE indicators into the Balanced Scorecards of senior managers including Chief Executive Officer & President, Vice Presidents and Operating Units Managing Directors

# SUSTAINABILITY IN OUR RISK MANAGEMENT

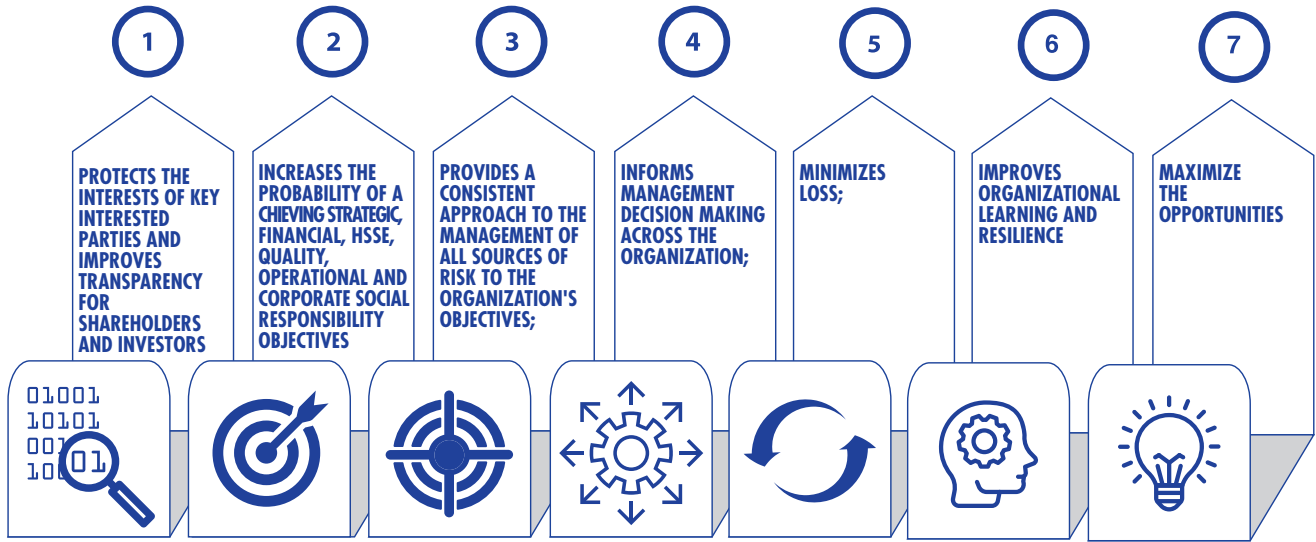
For Q8 implementing Sustainability is paramount to drive in the market and society while mitigating the risk of jeopardising current and future business due to not having a comprehensive sustainability strategy and structure in place. After the development of our strategy, an important step was the classification and prioritization of our ESG most material topic areas by risk and opportunity, By applying a McKinsey 3 Horizon approach, we can visualize the capacity to manage risks and identify business opportunities simultaneously. This requires that ESG topics are: prioritized based on financial materiality for both sustainability and business purposes in order to mitigate risk and to maintain a high profile that ensures eligibility at all times and full integration of sustainability into our overall business strategy.

Sustainability risks are now an integral part of our Risk Register, we actively monitor and report on them in line with our Enterprise Risk Management (ERM) system.



When looking at our material topics, addressing climate change is of utmost importance, given our position in the energy industry. To tackle this risk, we have developed and begun implementing our energy transition strategy. The Energy Transition strategy provides a clear roadmap for reducing greenhouse gas emissions and further climate mitigation and adaptation measures. While transitioning to a low-carbon future presents significant challenges, we remain committed to proactively identifying and addressing the associated risks and mitigation strategies, as such an in depth decarbonisation transformation strategy is foreseen to be developed. With the key support of our Centre for Excellences, strategic risk management scenarios are being analysed for our Energy Transition strategic initiatives, considering various climate-related scenarios, policy changes, and market dynamics. This process has enabled us to identify potential risks, devise effective long term risk mitigation strategies, and capitalize on emerging opportunities within the energy transition landscape. As part of our Compliance Program and Continuous Improvement we have implemented robust risk monitoring and reporting mechanisms to ensure continuous evaluation and improvement of our Sustainability risk management practices. This includes regular ESG risk assessments, and reporting to stakeholders, including presentations to our top management, allowing for transparent communication and accountability .

## The benefits of the risk management system



## ERM Governance

**Risk Oversight Committee (ROC):** composed of the Senior Leadership and ultimately accountable for approving key Group level risks and associated risk management plans. The ROC is also responsible for evaluating the impact that Key Group Risks have on the strategic position of the Company and the effectiveness of our ERM processes.

**ERM Expert Group:** consists of Group level colleagues who collectively bring expertise in every risk category. The ERM Expert Group is responsible for identifying possible Key Group Risks based on the annual risks submission list, and additional emerging risks.



# CORPORATE ETHICS

At Q8, we pride ourselves on adhering to the highest standards of corporate ethics and responsibility.

## Code of Conduct

The Q8 Code of Conduct is our most important corporate document and sets out the processes to be followed to ensure the successful implementation of the KPC Code of Conduct. The Code of Conduct is provided to all our employees upon the commencement of their employment and describes the core principles to which each of us must adhere. These are the protection of people and the environment, and the highest ethics of integrity, honesty and respect. Q8 has established a number of ways to foster a culture of ethics and integrity including the appointment of the role of Compliance Officer. The Compliance Officer is responsible for reporting all potential breaches of the Code of Conduct directly to the Q8 Executive Management and Q8 President.

The Code specifically regulates the areas of:



**WORK IN Q8**  
personal conduct and protection of Q8 assets



**Q8’S BUSINESS CONDUCT**  
obligations in relation to business dealings with private individuals and the public administration



**LOYALTY TO THE COMPANY AND FREE TIME**  
conflicts of interest and/or situations which might involve Q8’s interests

## Anti-corruption Policy

We have a zero tolerance approach to bribery and corruption at Q8. Our Code of Conduct sets out at a high-level our requirements for ethical engagement with third parties, and these are described in more detail in our Anti-Bribery and Anti Money Laundering (AML) Policies. These policies cover our own employees and contractors as well as our relationships with agents, suppliers and business partners, and are embedded within our Business Management System (BMS). Our Anti-corruption Policy is regularly revised and updated to take into account local legislation, industry best practices and stakeholder demands.

All our staff receive training on our Anti Corruption policy and we undertake regular monitoring of our business to ensure adherence to anti-corruption and procedures. We consider the detection or suspicion of corruption as a valid reason to immediately terminate relationships with employees and third parties without notice. During the reporting period, no incidents of corruption were recorded with respects to our company, its agents, its suppliers or business partners.

## Whistleblowing Policy

Our Whistleblowing Policy sets out our processes for the reporting by staff of any illegalities that they become aware of during their work. In particular, the Policy is designed to ensure the protection those who submit whistleblowing reports. In order to guarantee the utmost confidentiality for concerns raised by whistleblowers, an anonymized IT platform has been created to facilitate reporting. This platform can be accessed by all employees and is managed by an outsourced organisation.

## Anti-trust Policy

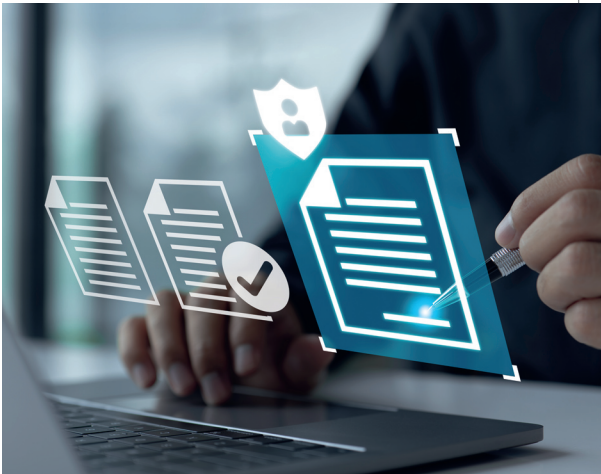
We are deeply committed to a policy of compliance in all respects with the anti-trust laws applicable in all jurisdictions in which we and our affiliates do business, and we do not engage in any anticompetitive activities. Our Anti-trust Policy sets out or requirements of all our employees and affiliates on this matter. During the reporting period, no legal actions were pending or completed in relation to anti-competitive behaviour and violations of anti-trust and monopoly legislation in which Q8 has been identified as a participant.

## Anti-bribery Policy

Our objective is to comply with all relevant anti-corruption and anti-bribery legislation worldwide. Our Anti-bribery Policy sets outs guidelines in this respect, which complement the expectations set out in our Code of Conduct. The Policy also forms a crucial component of our Business Management System.

## WHISTLEBLOWER TRAINING

It is of the utmost importance that our employees understand our Whistleblowing Policy and are familiar with the measures that we have put in place to enable confidential reporting of potential issues. We therefore provide regular training to all our staff on this topic. This included a recent “connectivity session” for the entire Q8 employee population designed to improve awareness and understanding of our confidential IT platform for whistleblowing.



# Enabling the Energy Transition

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# Sustainable Value Chain

**PROPELLING PROSPERITY**  
Improve our product supply and offerings to support our entire value chain in minimising their impact on the environment.



As a downstream energy business, Q8 exists within a large and complex market ecosystem. Our ability to successfully procure a range of different products and services is critical to our business model. Equally, though we execute a significant amount of direct retail business, we also have several ‘downstream’ business partners who support us in the transportation and distribution of our products. In order to ensure the sustainable and ethical operation of our value chain, we have established a robust framework for the management of contractors, partners and suppliers.

This framework is integrated within our wider Business Management System (BMS) and consistently applied across the Q8 group. Whilst the process of resource procurement across Q8 is decentralised, and our Operating Units each manage their own unique value chains, they do so in accordance with our shared commitment to internationally recognised standards. Each of our Operating Units tailor their approach to procurement with additional policies specific to them. These policies complement our Group-wide approach and ensure alignment with local legal requirements, operational suitability, and fitness for purpose. This approach enables Q8 to secure premium raw materials of the highest quality whilst achieving competitive pricing, optimal operational terms, and minimised contractual risk.

Although evaluation and qualification processes are tailored to address distinct Operating Unit requirements, as a Group we place immense value on the sustainability of our suppliers.



# CUSTOMER CENTRICITY

The customer is at the centre of Q8’s strategy and the Company is constantly engaged in responding in an increasingly efficient way to their various needs. Mass customisation makes it possible to personalise the offer by each type of customer, with a consequent improvement in the customer value proposition, by refining the offer, the means of communication and customer assistance. To offer its customers the best customer experience in accordance with the brand’s values, Q8 uses:



The constant focus on our customers is shown by the numerous market research studies which are constantly undertaken to monitor, among other things, customer satisfaction through:

- Periodic surveys to measure customer satisfaction (Net Promoter Score)
- Continuous monitoring of the rating of the ClubQ8 app
- Analysis of reviews of Q8 service stations and of SVOLTA stores through the Google My Business platform

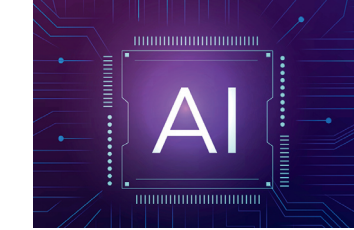
## LISTENING TO CUSTOMERS

## Q8 AND CUSTOMERS: AN INCREASINGLY DIGITAL AND INCLUSIVE RELATIONSHIP

### ClubQ8 App

A dedicated and constantly updated App lets customers choose their fuel pump and pay for their fuel with a click, with a wide selection of available payment methods. It is possible to top up their e-Wallet through a bank card, bank transfer, or in cash with the support of the operator of a Q8 service station. To pay for fuel, it is possible to use the App directly, with PayPal, Satispay, Google Pay, Apple Pay, Poste Pay, and Bank cards. The ClubQ8 App guarantees dedicated and personalised offers and the possibility of joining the StarQ8 loyalty programme. The attention paid to customer privacy is shown by the possibility of changing acceptance of the processing of personal data with immediate effect.

There is also close attention to cybersecurity levels thanks to the introduction of a One Time Password, to access sensitive functions and operations on the ClubQ8 App, as on the website [www.Q8.it](http://www.Q8.it).



### Customised promotions and direct communication

A marketing automation platform makes it possible to offer customers a one-to-one experience, which is diversified on the basis of their preferences and conduct.



## REWARDING CUSTOMER WITH THE Q8 SMILES

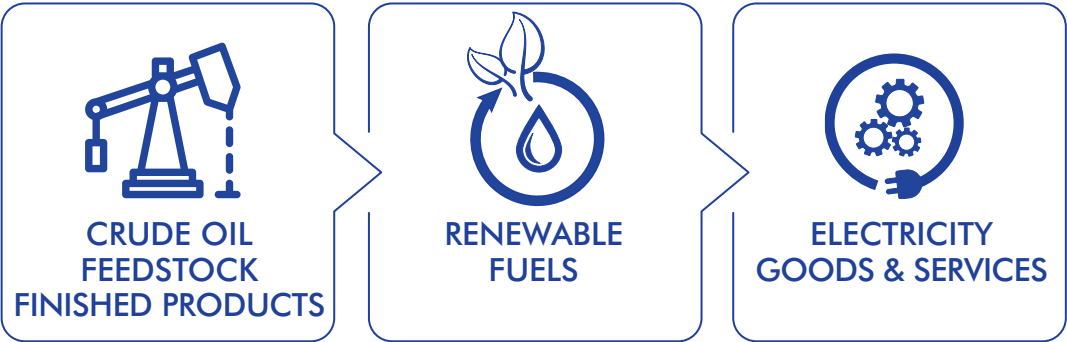
With the Q8 smiles app, customers can keep track of the Smiles they collect and how to exchange them for discounts at the pump or in the shop, or for great gifts at one of the Q8 smiles partners, including H&M, Kinopolis, Decathlon, ICI Paris XL, Smartphoto, and Kréfel. In the Netherlands, we are developing a loyalty programme for Tango app users, to save for direct discounts.

## MODERNISING PAYMENT FACILITIES

At Q8, we want to make life for customers as easy as possible by enabling them to pay for fuel with a smartphone. Once their bank card is linked to the Q8 smiles app, they need only enter the pump number in the app when they fill up, with no bank card required. In addition, with Q8 smiles, customers in Belgium and Luxemburg can collect Smiles every time they fill up and with every purchase that can be exchanged for worthwhile gifts, as well as discounts on the next fuel stop.

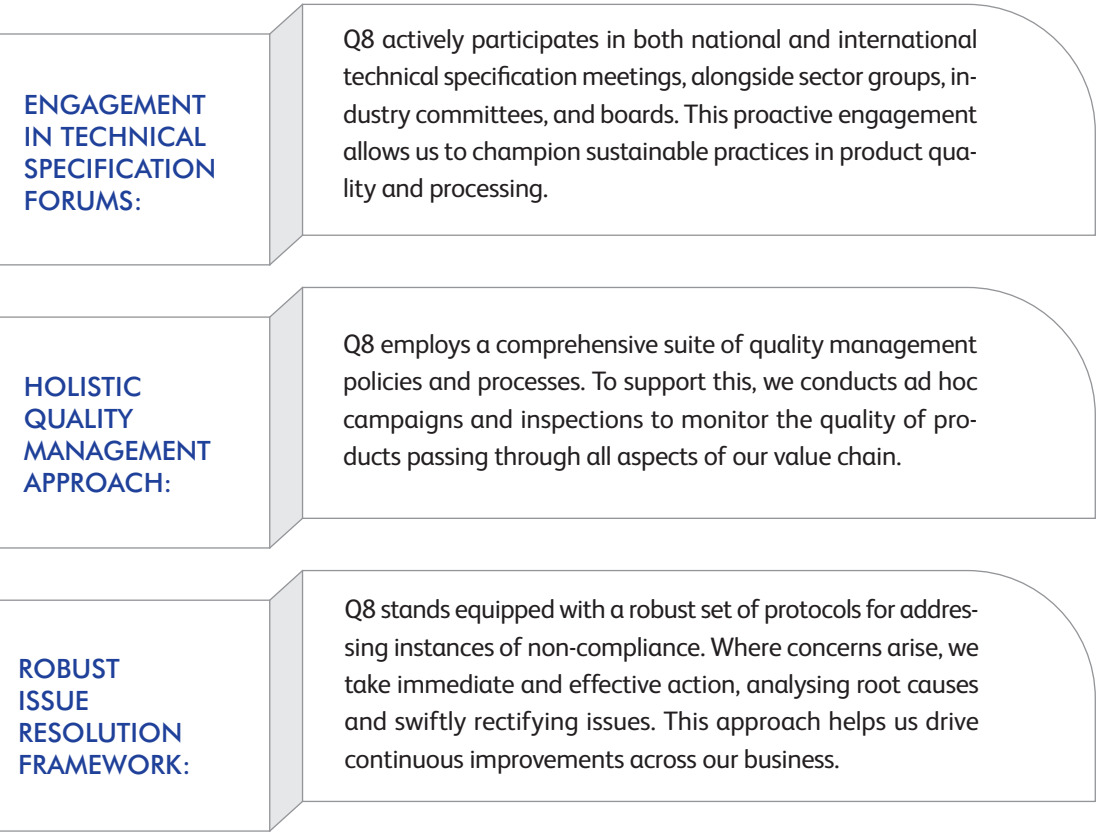


## Q8 SUPPLY CHAIN INVOLVES



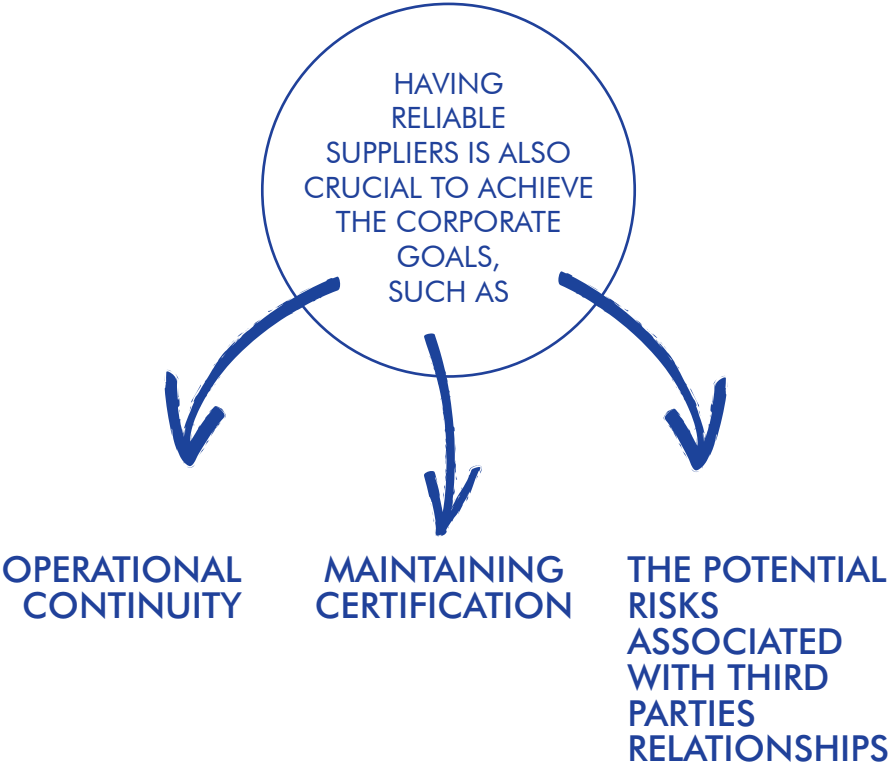
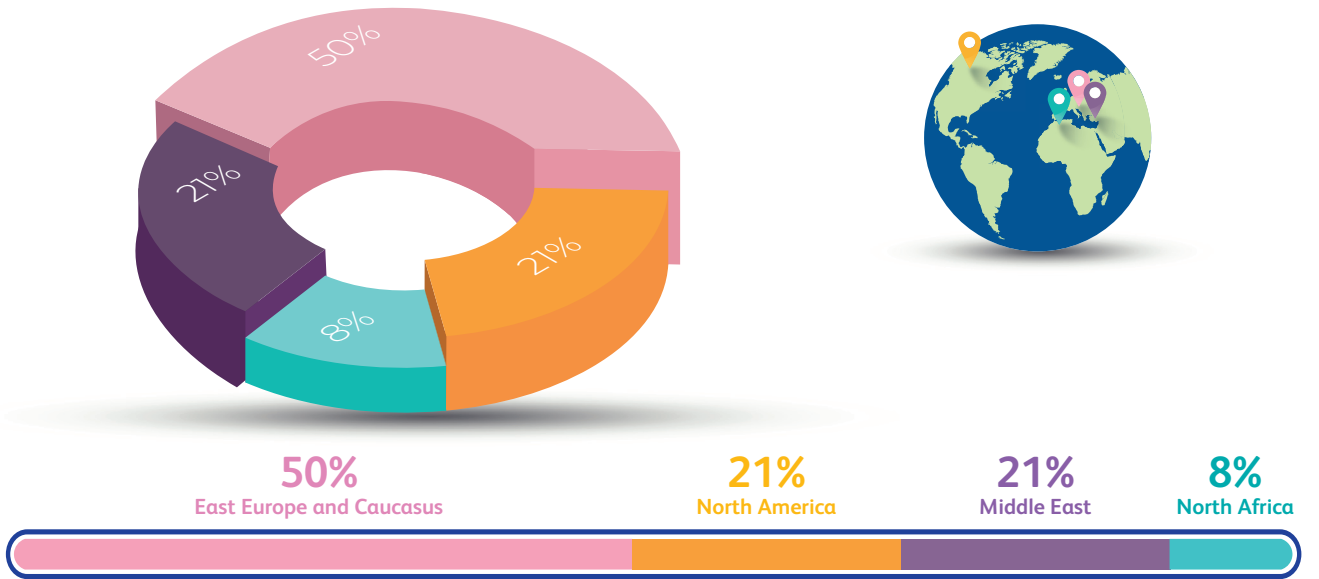
## THE QUALITY OF OUR PRODUCTS

In order to maintain product uniformity, align with regulatory mandates and meet our own stringent quality benchmarks, we undertake comprehensive assessments of the finished product that we procure, evaluating it against industry standards, as well as national and international technical specifications. To support this process and our customers, Q8 is proud to undertake the following activities:



Crude oil serves as a fundamental raw material for our refineries. In line with our BMS procedures for supplier management, we closely monitor the geographical and institutional origins of the crude oil we procure. Given the current geopolitical situation, we refrain from signing purchase order contracts with sanction countries.

Over the 2022/2023 reporting period, we purchased crude oil and finished products from the following geographies:



## THE VALUE CHAINS OF OUR OPERATIONS

THE VALUE CHAIN OF EACH OF OUR OPERATIONS IS UNIQUE, BASED ON OUR CORE PRINCIPLES, AND APPLIED TO OUR SUPPLIERS AND DISTRIBUTORS. OUR FOCUS ON CUSTOMER CENTRICITY IS ALSO SHARED ACROSS ALL OUR OPERATIONS AND GUIDES OUR DISTRIBUTION OF PRODUCTS TO CUSTOMERS

- Our Italian business sources roughly half of the fuel products distributed to its customers from the Milazzo Refinery (see below). These products are transported from the refinery to terminals and depots on Italian territory by ship; the product from the depots are then delivered to our Italian retail network by truck. The additional product required by our Italian business is procured from external suppliers and partners.
- KPNWE and KPES procure all their finished product through purchase agreements and exchange contracts with external suppliers and partners.
- Q8Oils' key value chain activities include the procurement of raw materials and the transportation of finished products to our customers and between our facilities.
- KPIAC sources jet fuels and sustainable aviation fuels from partners across the globe and uses logistics partners to support distribution of its own finished products to private and public sector customers, including more than 70 airports worldwide.
- The Milazzo Refinery (RAM) is an independent joint venture that is not operated by Q8. However, Q8 has responsibility for the sourcing of 50 % of RAM's crude oil demand, in line with its equity share in the refinery.



### Open-es:

Our Italian business has formed a partnership with Open-es, the initiative which connects companies, people and organisations in a collaborative ecosystem, which supports the development and growth of the production sectors on sustainability factors. An open digital platform which, by focussing on the supply chain, makes it possible to measure, analyse and improve ESG (Environmental, Social, Governance) performance, a community which brings together over 11,000 companies in 85 countries worldwide and 66 industrial sectors, all united by the ambition for a sustainable future and a fair and equitable energy transition.

### Development of ESG criteria in supplier qualification process:

In Italy and in Spain, Q8 now assesses the sustainability performance of its suppliers. The assessment covers specific environmental and social criteria, such as environmental certifications and health and safety management systems. In Benelux, this process has been formally embedded in our Sustainable Procurement Policy, which the sustainability criteria against which suppliers will be assessed.

### Ecovadis:

In order to align with global ESG standards on supply chain, our Benelux business participated in the Ecovadis scheme, which assesses a broad range of non-financial areas of business performance including Environmental, Labor & Human Rights, Ethics and Sustainable Procurement impacts.





# Addressing Climate Change

PROPELLING PROSPERITY

As an enabler for the Energy Transition, working with our stakeholders to reach Net Zero

- Q8's climate target is to become Net Zero by 2050 Scope 1 & 2 (equity approach)
- Our targets include to reduce Scope 1 and 2 by 50 % by 2035 (control approach)

At Q8, we are deeply aware of the importance of managing our impact on the environment. This means addressing our own Greenhouse Gas (GHG) emissions and positioning our business to play a key role in the energy transition.

To support these aims, we continue to prioritize accurate and detailed monitoring of the energy consumption and GHG emissions associated with our own operations. This includes the emissions derived from our joint ventures and from other parts of the value chain (scope 3 emissions). Q8 does not have operational control over any of these joint ventures, meaning we are not able

to unilaterally implement decarbonization policies. However, we are working closely with our joint venture partners to understand their plans to decarbonize each of the joint ventures in which we are involved. Ultimately, our aim is to collaborate and agree decarbonization strategies that meet our own climate ambitions and targets for each of these operations.

We are also quantifying and analyzing our Scope 3 indirect GHG emissions – emissions derived from sources not owned or controlled by Q8, such as upstream and downstream transport and distribution. We work together with our contractors and third parties to identify

opportunities to reduce their emissions as well.

During 2022/2023, we took several key steps on our journey towards net zero. This included a review of our GHG emissions and the identification of a range of initiatives to support the decarbonization of our operations. As a business, we have set a goal of achieving net zero emissions across our operations and those of our joint ventures by 2050. We have also set an interim target of reducing our own Scope 1 and 2 emissions by 50 % by 2035 against a 2019/2020 reporting period baseline. This baseline was selected as the most recent reporting period unaffected by COVID-19.

	tCO2e				
GHG EMISSIONS <sup>1</sup>	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Scope 1	18,275	16,407	14,331	13,555	14,245
Scope 2 - Location Based	27,128	28,101	22,594	21,977	20,421
Total Scope 1 and Scope 2 (LB)	45,403	44,508	36,925	35,532	34,666

## OUR ENERGY CONSUMPTION

Our energy consumption as a business drives our Scope 1 and 2 emissions. Reducing our energy consumption is therefore central to our target of achieving net zero Scope 1 and 2 emissions by 2050. In order to support reduction, it is key that we gain a deep understanding of our energy consumption profile across our main activities and identify opportunities to lower energy consumption. To support our efforts in this area, Q8 has adopted an Environmental Management System which conforms to USI EN ISO 14001 (for more information, please see Our Business Management System). Across the Q8 Group, we have also made significant investments in improving energy efficiency. This includes LED bulb installation across our retail station network and the replacement and modernization of equipment such as boilers and motor pumps.

## ENERGY CONSUMPTION ACROSS OUR OPERATIONS<sup>1</sup>

	Unit GJ		
ENERGY CONSUMPTIONS	2022/2023	2021/2022	DELTA
Total Electricity	283,603	314,398	-10 %
of which from renewables	205,965	268,230	-23 %
Diesel	24,069	45,637	-47 %
Fuel Oil	48,351	52,195	-7 %
Liquid Petroleum Gas (LPG)	1,068	1,139	-6 %
Natural Gas	50,298	58,173	-14 %
Gasoline	24,628	11,656	111 %
Ditermic Oils	384	347	11 %
Steam	14,351	16,145	-11 %
Total	446,751	499,690	-11 %

The increase in gasoline consumption (and decrease in diesel consumption) is due to a change in GHG accounting methodology which has allowed us to more accurately differentiate our fleet's diesel and gasoline consumption.

We are equally committed to driving improved energy efficiency across our manufacturing businesses, not least because these account for a large majority of our Scope 1 and 2 emissions when calculated on an equity basis. We continue to support several initiatives to drive improved energy performance across the two operational refineries in which Q8 has an equity share, RAM and NSRP (as of the 2022/2023 financial year). Both refineries have made significant steps to improve energy efficiency over recent years and additional initiatives are planned over the coming years.

<sup>1</sup> This table includes the energy consumption of our wholly owned Operating Units and does not include energy consumption related to our joint ventures.

# OUR CONSUMPTION AND EMISSIONS

**Scope 1:**  
Emissions from sources controlled directly by Q8

**Scope 2:**  
Emissions from sources not controlled directly by Q8 and associated with energy generation

**Scope 3:**  
Indirect emissions from other sources which are not directly controlled by Q8. These are the result of the activities of an Organisation, but come from sources which are not owned or controlled by the Company

## SCOPE 2 INDIRECT EMISSIONS

## SCOPE 1 DIRECT EMISSIONS

## SCOPE 3 OTHER INDIRECT EMISSIONS

Energy generation



Climate-altering fluids



Company cars



Crude and fuel transport by ship



Fuel transport by road





# GREENHOUSE GAS EMISSIONS

Accurate and consistent reporting of GHG emissions is key to the design and execution of an effective net zero strategy. At Q8, we place significant importance on GHG emissions accounting and began internally calculating and reporting GHG emissions in 2017.

We report emissions on both an operational and equity basis to provide a sense of both the emissions over which we have immediate operational control, and the broader catalogue of emissions for which we take responsibility. Further, we are aware that our manufacturing business – the two operational refineries in which we hold an equity share – represent a majority of our emissions as a business. As such, we believe it is important to be transparent regarding these refinery-derived emissions and work proactively with our equity partners to manage the impact of these refinery operations. The significant increase in Scope 3 emissions this year compared to 2021/2022 is due to improvements in our data collection processes. These have enabled us to calculate and report emissions related to transportation of products via cargo vessel. This includes our procurement of finished products and crude oil via sea, both through spot contracts (ad hoc contracts depending on demand) and from term contracts (lasting a set period).

## SCOPE 1

Emissions from sources controlled directly by Q8 such as, for example, the fuels used to power the company fleet.

## SCOPE 2

Emissions from sources not controlled directly by Q8 and associated with energy generation. In addition, the GRI Sustainability Reporting Standards envisage two methods to calculate these emissions:

- “Location-based” - based on average emission factors relating to energy generation for well-defined geographic boundaries, including local, subnational or national boundaries;
- “Market-based” - based on CO<sub>2</sub> emissions released by the energy suppliers from which the Company buys, under contract, electricity and can be calculated considering: Guarantee of Origin certificates for the energy and direct contracts with suppliers, specific emission factors of the supplier, emission factors relating to the residual mix, i.e. to energy and emissions which are not monitored or not claimed.

Unit tCO <sub>2</sub> e		
GHG EMISSIONS - OPERATIONAL CONTROL	2022/2023	2021/2022
Scope 1	14,245	13,555
Scope 2 - Location Based	20,421	21,977
Scope 2 - Market Based	7,576	2,851
Scope 3	426,345	106,335
Total GHG emissions (Scope 1, Scope 2 LB, Scope 3)	461,011	141,867
Total GHG emissions (Scope 1, Scope 2 MB, Scope 3)	448,166	122,741

The percentage change between the 2021-22 data and the 2022-23 data for Scope 2 market-based indirect emissions is justified due to an improvement in the reporting process for Scope 2 indirect emissions. The 2022 European Residual Mix emission factor published by the Association Issuing Bodies (AIB) was utilized for market-based emissions for the 2022-23 period, contributing to this justification.

The significant increase in Scope 3 emissions compared to the previous year is due to a further improvement in the data collection which made it possible to also consider emissions from ship journeys relating to all purchases via sea, both from spot contracts (occasional contracts depending on demand) and from term contracts (lasting a set period), which include both finished products and crude oil delivered to the Milazzo Refinery.

Unit tCO <sub>2</sub> e		
GHG EMISSIONS - EQUITY SHARE	2022/2023	2021/2022
Scope 1	2,827,381	3,344,292
Scope 2 - LB	42,515	26,958
Total (scope 1- scope 2 LB)	2,869,896	3,371,250

The source of the emission factors used for the calculation of Scope 1, 2 and 3 GHG emissions is the UK Government GHG Conversion Factors (DEFRA) for Company Reporting 2022 and 2021.

The GHG emissions generated by OUs concern the performance during the year ended 31st March 2022 and 2021 (1st April -31s March), while for the GHG emissions generated by JV, in particular for Milazzo Refinery and NSRP, it refers to the performance during the period 1st January to 31st December and for OKQ8 during the period from 1st March to 28th February.



Market-based emissions are calculated by considering the share of renewable energy purchased that is not covered by a Guarantee of Origin.

Greenhouse Gas (GHG) Direct Emissions in the Refinery are calculated in accordance with specific monitoring plans approved by Competent Authority for ETS emissions (802\_MP P4 Inst\_RAM\_V2; 2049\_MP\_2021\_2030\_v1; 0803\_MP\_2013\_2020\_v4\_ANC). The actual GHG emissions from the heaters, boilers, turbines, flares and incinerators is based on the actual composition (which is continuously monitored or frequently measured) and the actual fuel gas or fuel oil flow as required (by ETS directive). In calculation, are also included all Process Emission (Steam Reforming, Reforming and Fluid Catalitic Cracking).

For Indirect GHG emission, the Refinery applies international recognized Protocols as GHG Protocol and ISO 14064-1.

# EMISSIONS FROM PRIMARY AND SECONDARY TRANSPORT

Improving the environmental performance of our supply chain helps generate a positive impact throughout our entire value chain. To this end, we actively monitor the emissions generated from a range of Scope 3 emissions source streams. The most significant of these source streams are the transport of products by sea and by road tankers, which work on behalf of Q8, for the secondary transport of the product from depots to service stations.

Our Scope 3 emissions are primarily connected to the categories of:



FUEL  
TRANSPORT  
BY SHIP



FUEL  
TRANSPORT  
BY ROAD

## SCOPE 3

Indirect emissions from other sources which are not directly controlled by Q8. These are the result of the activities of an organisation, but come from sources which are not owned or controlled by the company, such as the transport and distribution of products downstream in the value chain.

EMISSIONS [tCO <sub>2</sub> eq] CALCULATED FOR THE MAIN SITES, DEPOTS AND SERVICE STATIONS			
	2022/2023	2021/2022	DELTA
Scope 3			
Emissions from fuel transport by road	46,681	42,132	+11 %
Emissions from fuel transport by ship	372,785	56,985	+554 %
Other	6,879	7,218	-5 %
Total	426,345	106,335	+301%

# ENERGY

Our energy intensity fell by 10.4 % in 2022/23 compared to the previous year.

ENERGY INTENSITY	UNIT	2022/2023	2021/2022	DELTA
Total energy consumption	GJ	446,751	499,690	-11 %
Throughput	Litres	18,076,380,000	18,123,910,000	0 %
Energy intensity	GJ/Litres	2,47	2,76	-10 %





# ENERGY TRANSITION STRATEGY

As an organisation, we recognize the importance of the global energy transition and the long-term journey towards net zero GHG emissions. We are fully engaged in the mission to address our own Greenhouse Gas (GHG) emissions and we are actively positioning our business to play a key role in the energy transition.

Over the course of 2022/2023, we have undertaken considerable work assessing the potential impacts of a range of energy transition initiatives. These include measures designed to reduce our own Scope 1 and 2 emissions (including, where possible, those associated with our joint ventures). Alongside this focus on our own emissions, we are driving several initiatives designed to promote our role in the energy transition by facilitating the production and distribution of new, sustainable energy sources. More information on this area is available in Innovation and Multi-Energy Offering.

We recognize the need to collaborate with key stakeholders to ensure the successful execution of our energy transition strategy. As such, we have aligned our approach to energy transition with that of our parent company, KPC. We have also worked closely with our own subsidiaries and joint ventures over the last year to build implementation plans for each of the initiatives described below. Going forward, we’re committed to continuing to develop and expand our strategy in this critical area and we plan to identify further energy transition initiatives over the years ahead, with a particular focus on production and distribution of renewable sources.

# MANAGING OUR OWN EMISSIONS

1. INCREASING USE OF RENEWABLE SOURCES OF ENERGY:

Installation of renewable sources of energy allow us to self-generate power with solar panels, thereby abating our Scope 2 emissions. To date, our focus in this area has been on installation of photovoltaic panels across our retail network. However significant additional capacity is also being installed at RAM and OQ8, the two operational refineries in which Q8 holds an equity share.

2. ENHANCING ENERGY EFFICIENCY:

Improving energy efficiency across the Q8 estate has been a key initial area of focus. Energy efficiency represents an opportunity both to reduce Scope 1 and 2 emissions while also capturing the financial benefits of lower energy consumption. Through energy audits, we have developed an inventory of the main drivers of energy consumption across our business in order to determine which equipment we should focus on improving and replacing.

3. REDUCING FLARING:

Our refinery operations account for a significant majority of our GHG emissions, and are therefore a key area of focus in our energy transition strategy. Some level of flaring is required to ensure the safe operation of our refineries. However, as with our wider energy efficiency measures, reductions in routine flaring levels represent an opportunity to improve the financial performance of refineries whilst also reducing their environmental impact.

# ACTING AS AN ENABLER FOR THE ENERGY TRANSITION

1. MEETING THE GROWING GLOBAL DEMAND FOR ALTERNATIVE FUELS:

The global market for alternative fuels is growing rapidly. In particular, demand for biofuels is increasing as their blending into traditional fuels is mandated by regulators globally. As an integrated producer and distributor of biofuels, we aim to position ourselves as a leader in the market. Alongside this, a growing market for low-carbon fuels such as Liquefied Petroleum Gas (LPG) and Methane is emerging. At Q8, we are scaling up the provision of alternative fuels such as these across our retail network, as part of our commitment to supporting the transition towards sustainable mobility. For more information, please see Innovation and Research.

2. DEVELOPING OUR MULTI-ENERGY OFFER:

The move towards new forms of mobility is a key feature of the wider energy transition that is already underway. Demand for EVs is rising quickly, with 2.6m EV vehicles sold in Europe during 2022. This number is projected to rise to 4.8m by 2028. We strongly believe that EVs will play a central role in enabling the transition towards green and sustainable forms of mobility. To this end, we continue to develop and grow our network of EV charging points across the regions in which we operate. Today, 87 of our service stations offer EV charging points. We have also begun to install EV chargers in the communities in which we operate, in order that our customers can access the energy they need whether they are at home, at work or elsewhere. We currently operate 100 retail charging points.

We source a significant majority of the electricity that we need to power our operations from renewable sources by purchasing Guarantees of Origin (GoOs). In 2022/2023 we sourced 90 % of electricity from renewable sources.

As part of our commitment to reducing emissions throughout our value chain, we are exploring ways to make our own employees’ mobility more sustainable. To this end, we are empowering our employees to adopt more sustainable practices by providing them with access to hybrid or full electric vehicles. In 2019/2020, our Benelux operations took significant steps towards this goal by increasing the number of charging stations at Q8 offices and adding 8 full electric cars to the Q8 fleet. By 2022/2023, we had built on these achievements with 19 EV cars, 30 hybrid cars, and 89 employees now utilizing electric micromobility vehicles on the lease plan. These efforts are helping to increase and embed sustainability within our organization, while also encouraging our employees to adopt more sustainable practices.

# Giving back to the Planet

## PROPELLING PROSPERITY

Enhance our biodiversity efforts in order to work towards our net positive aspiration.

We recognise our responsibility to protect the natural environment and promote biodiversity, same as we would like to contribute to the improvement of natural ecosystems and habitats. Responsible management of water and waste in a circular way are critical to protecting and preserving nature and the environment. Our aim is to go beyond lessening our environmental mark and to contribute to revitalize natural environmental and enrich communal resources. Another key element of our Business Management System is the requirement that we conduct an assessment of the environmental impact of all new prospective Q8 projects prior to these being approved. This process is designed to capture any material risks that a proposed project may have on the natural environment and ensure that adequate risk mitigations are put in place to manage such risks. We welcome the publication in 2023 of the finalised Taskforce on Nature-related Financial Disclosures (TNFD) recommendations. The new TNFD framework represents an important point in the journey towards robust and consistent processes for measuring, reporting and acting on nature and biodiversity risks and dependencies. Our ambition is to begin to integrate the TNFD recommendations into our own business practices and sustainability reporting.

### TREEDOM

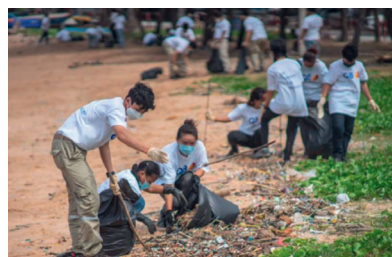


Treedom is the first platform in the world enabling individuals to plant trees remotely and track their development online. Q8 supports two Treedom projects in Southern Italy and has facilitated the planting of trees, improving local air quality and protecting biodiversity. Our projects have also supported the recovery of an area of 115,000 sq.m. in partnership with local associations, driving the creation of jobs and social opportunities for young people.



### CLEAN UP ANTWERP

During 2 hours 70 people cleaned up the entire business park in Antwerp, in Belgium, as well as possible with regards to litter and illegal landfill. The non profit organization Moonmakers has motivated us extra by providing an appropriate entertainment. All participant were rewarded afterwards by a snack and a drink. In total 12 full garbage bags were collected.



### CLEANING THE BEACH IN THAILAND

Thailand: Q8 Aviation employees helped to collect garbage at Ban Laem Chabang beach to restore the beauty of the beach as a place to rest for the people of the community.

## SAVE THE SEA

As part of our commitment to protecting nature and biodiversity, Q8 has been a leading participant in the ongoing ‘Save the Sea’ initiative since 2016 to save Kuwait’s marine life and ocean conservation. The ‘Save the Sea’ initiative is dedicated to ocean conservation. It engages with communities to raise awareness about the importance of safeguarding the marine environment to catalyze action in their respective regions. Over the years Q8 has shown its deep commitment to the ocean by consistently supporting and integrating this initiative as a foundational aspect of their company’s commitment to both people and the planet. Some of the many initiatives part of this program include the installation by Q8 staff and leadership of over 150 mooring buoys off the coast of Kuwait. Mooring buoys provide a useful alternative to traditional anchors which can damage the seabed, thereby harming the local marine environment. Q8 employees have also attended awareness sessions on marine life and biodiversity as well as participated in volunteering activities such as beach clean-ups. Q8’s continued support for the “Save the Sea” initiative underscores its dedication to environmental responsibility and ocean stewardship.



## TOO GOOD TO GO

Together against food waste. Q8 Benelux believes it is important to offer customers an assortment of daily fresh products. Unfortunately, this leads to unsold items being thrown away. To limit food waste, new shops begin with a limited product offering that is gradually and carefully expanded. We have also entered into a partnership with Too Good To Go. Users can see what the shops have to offer through the Too Good To Go app, and can help save food from going to waste by buying the day’s Too Good To Go pack. By the end of 2021, 69 shops in the Benelux were participating in the Too Good To Go programme, preventing 28,000 meals from going to waste and saving up to 69.7 tonnes of CO<sub>2</sub>. And these numbers have increased in 2022-2023: 85 shops, 46,996 meals saved or 117.49 tonnes of CO<sub>2</sub>.

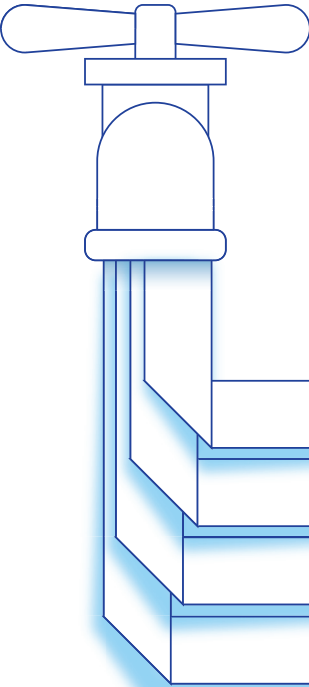




# Water Management & Circularity

**PROPELLING PROSPERITY**  
Our ambition is to use water consumption effectively and minimise waste looking for circular ways to create new value out of them

## WATER MANAGEMENT



At Q8, we recognise how important water is as a resource. Failure to withdraw and discharge water in a sustainable way risks significant negative impacts for both society and the planet. As such, we are committed to ensuring that our business practices with regards to water management meet all applicable regulatory requirements and align with current best practices.

There are differences in the ways in which each of our operating units withdraw, consume and discharge water. Our retail operations typically use water to supply the car washes that operate across our service station network, and to supply drinking water and bathroom facilities at the service stations themselves. Our aviation fuel and lubricants businesses predominantly use water for similar purposes, as well as fire-fighting drills and subsequent replenishment of fire-fighting water storage tanks. In all cases, water is withdrawn and discharged by third parties.

We are working to align processes for monitoring of water withdrawal, consumption and discharge across our group. This includes the installation of meters to improve monitoring of our water management enable us to begin reporting on water consumption and discharge in the future.

REDUCTION OF CONSUMPTION

PROMOTION OF REUSE

INTEGRATED MANAGEMENT OF WATER RESOURCES,  
TAKING ACCOUNT OF THE WATER ECOSYSTEM

DISSEMINATION OF A CULTURE OF RESPONSIBLE  
RESOURCE MANAGEMENT

## WATER COLLECTION

At Q8Oils, a major part of the water strategy focuses on the purification of the rain. With 43500 m<sup>2</sup> of surface, a lot of rain is collected in a year. At our Blending Plant in Antwerp, we have different circuits of water collection, one of them is all the rain that falls on the concrete floors of our plant. This rain needs to be collected and treated before we can give it back to nature. The rain is first collected in buffer tanks, after which the water is separated from the oil in an oil separator. The oil is always floating on the water, so it can be skimmed and treated separately. The water is then pumped into several other basins, where it is pumped through several different purification techniques.

## WASTEWATER TREATMENT

In Benelux and Spain, we have begun work to reduce the environmental impact of wastewater produced across our network. In Spain we have begun equipping our retail sites near environmentally sensitive areas with wastewater treatment plants designed to separate harmful substances from water prior to discharge. Equally, in Benelux we are improving our recuperation, treatment and re-use of wastewater derived from our retail stations in order to reduce the quantity of water that we withdraw.



## PROJECT LIFE

The environmental impact associated with disposal of oils and lubricants is significant. To help combat this, our lubricants business has joint a project of nearly € 4 millions in developing a new 'collection chain' to enable recovery, treatment and re-use of bio-lubricants, at scale. By 2025, we aim to recover and treat 1,000 tonnes of bio/synthetic ester waste oil and leverage this to produce:

- 700 tons of regenerated bio-lubricant
- 200 tons of advanced biofuels
- 100 tons of waste mineral oils/additives to be reintroduced into the circular economy.

Overall, we estimate that the project will save at least 1,750 tons of CO<sub>2</sub> emissions over the course of its lifetime.

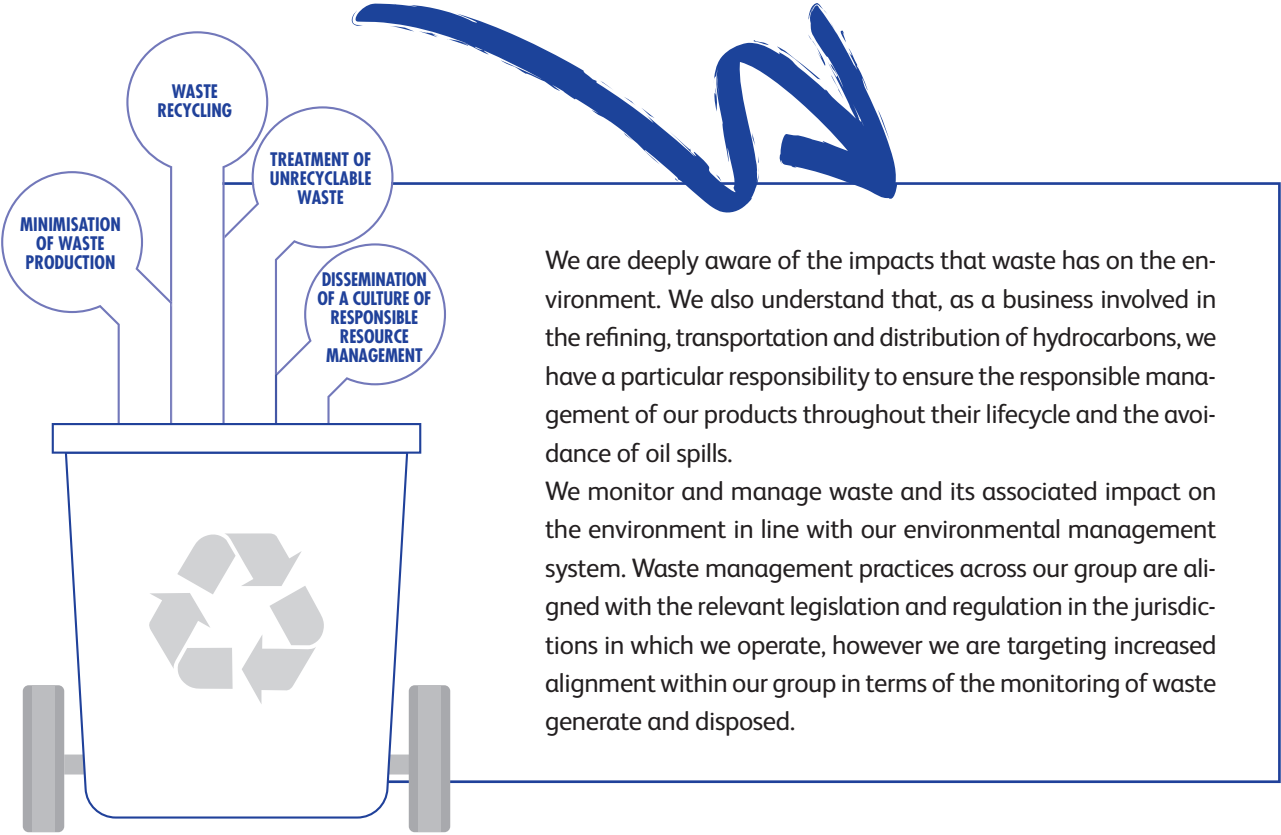


## GIVING NEW LIFE TO PLASTIC WASTE

In August 2022, this unique furniture via 3D printing was placed at Q8 - Steenweg op Mol in Turnhout, in the North of Belgium. The plastic pick-nick furniture was made from 150,000 recycled drinking cups that were pressed together into large bales, chopped up and melted down into plastic pellets. The drinking cups were collected from participants of the Port of Antwerp Marathon in September 2021.



# CIRCULARITY AND WASTE MANAGEMENT



	2022/2023	2021/2022
Volume of spilled product to environment due to Major Spills (litres)	0.00	530.00

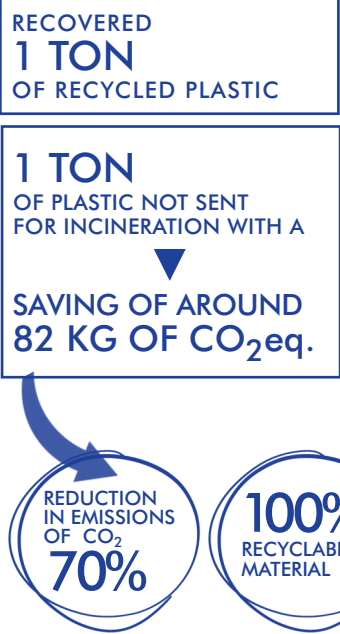
## RECYCLING & RECONDITIONING

Through a program, we can simply use an online web application to schedule a pickup of used label liners by Avery Dennison to one of its recycling partners. The web app also provides useful data in the form of regularly updated analytics and certificates on the amount of recycled liner material, the amount of CO<sub>2</sub> emissions they've avoided as a result, and more.

Global collection and reconditioning of IBCS helps to protect natural resources and saves tonnes of greenhouse gases every year. Each RE-COBULK saves approx. 100 kg of CO<sub>2</sub> emissions compared with a new IBC.



## WORLD'S FIRST PLANT WITH GRAPHENE ASPHALT AND USE OF MODIFIED ASPHALT



To surface the service station in Rome on Via Ardeatina, Gipave was used, an innovative material which contains G+ Graphene Plus, a specific type of recovered plastic designed by Iterchimica.

Reduction in CO<sub>2</sub> equivalent emissions by up to 70 % compared to a traditional material.

Material can be fully recycled in subsequent manufacturing cycles, saving raw materials and reducing CO<sub>2</sub> emissions.

In addition, the use on two other pilot plants of high-resistance additive asphalt makes it possible to obtain tangible benefits for the environment to reduce the CO<sub>2</sub> produced thanks to the longer durability of these products and the possibility of recycling waste materials from other production cycles.



## SUSTAINABLE SHOPPING

In Benelux Q8 make efforts to ensure that shop owners are more aware of their environmental footprint, for example the impact of using ovens and air-conditioning, and the importance of good maintenance. In 2022, in Benelux Q8 has tested several types of dustbins to sort waste, so that more can be recycled. In 2023, the new approach is being rolled out.

## SOLAR WATER STATION IN DQUM AND CIRCULAR WOOD INITIATIVE

Being in the middle of the desert with huge water scarcity, identifying suitable water sources for the community (camel & cattle owners) required extensive surveys and studies. The effort led to establishing sustainable water stations in two locations utilizing solar energy. Besides station construction, two locals were trained to ensure uninterrupted operation.

Implementing wood distribution and wood waste. It has been implemented a system for wood distribution and wood waste reuse in Beduin activities, like livestock fencing.



Oman



# People Enhancement

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# Our Ecosystems

At Q8, we strive to protect future generations and promote the communities in which we operate by committing to sustainable standards of performance in every part of our value chain. Our goal is to use our natural resources responsibly, provide cleaner products and greener services, and reduce our carbon footprint. The objectives we have with regards to our engagement with communities are set out in our Code of Conduct.

As a Group Company with operations across a diverse range of geographies and jurisdictions, we believe that our Operating Units are best placed to lead our engagement and relationships with local communities. As such, we are determined to empower our Operating Units with a mandate to proactively participate in their communities and drive social initiatives.

## PARTNERSHIPS WITH UNIVERSITIES AND HIGHER EDUCATION

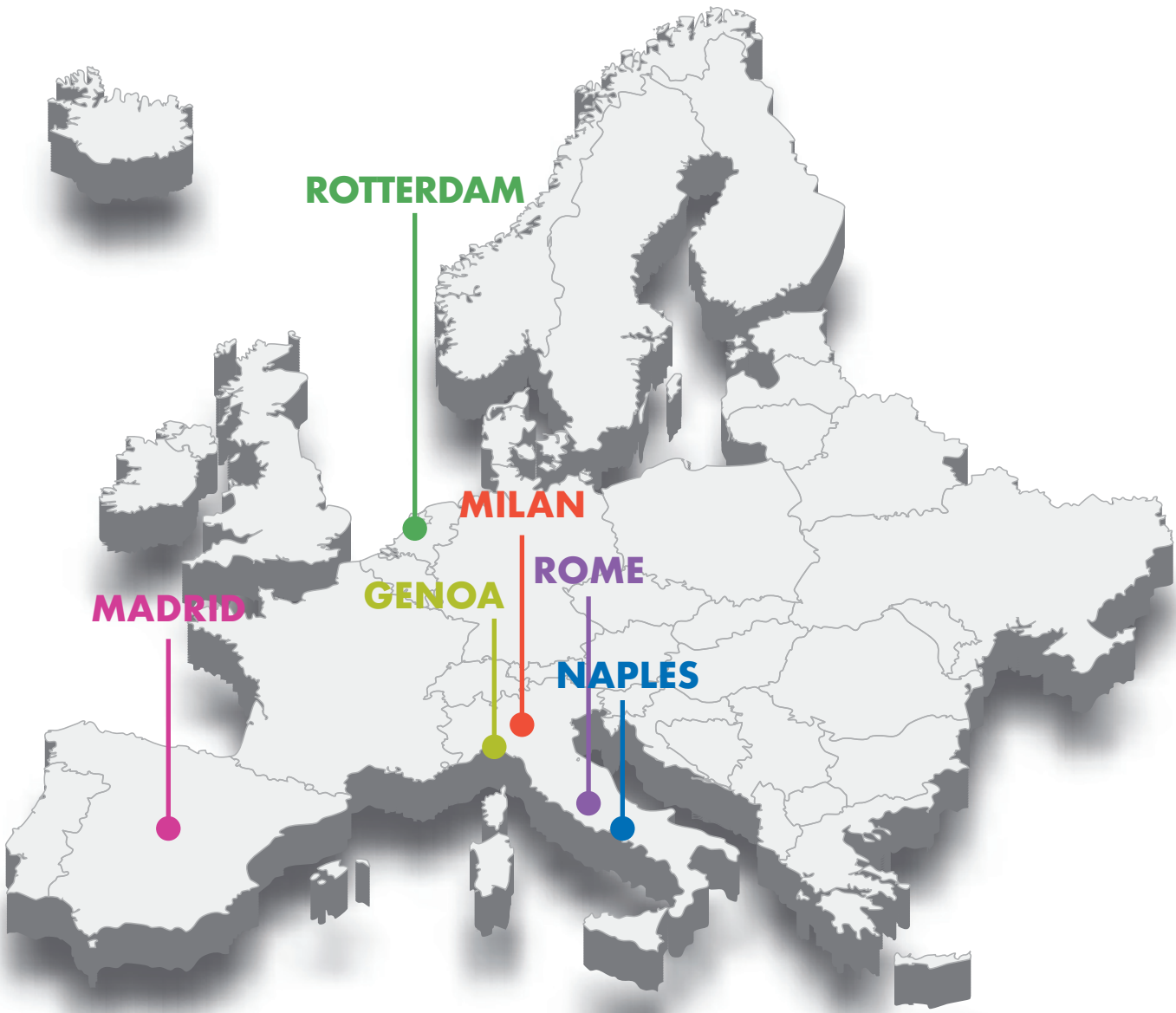


One of our most important social initiatives is our partnerships with a number of leading universities across Europe. As part of these partnerships, Q8 professionals contribute to the curriculums for specific courses at our partner universities helping develop specific skillsets required to success in our sector. Additionally, we also offer work experience to students as part of some of our partnerships, with a view to the individuals ultimately pursuing careers with Q8 following the completion of their studies. Our current university partnerships include:

**University of Genoa**  
We have been providing support to the University of Genoa for more than ten years. Our lubricants business provides materials such as base oils and additives to aid laboratory sessions delivered by the university as part of the Organic Chemistry course. We also organize an annual "open house" day in which we open our own laboratories to the students and host a workshop to discuss the results of students' tests using the materials provided by us.

**LUISS - Guido Carli International University for Social Studies in Rome**

- Prestigious collaboration with QTEM (Quantitative Techniques for Economics and Management Network), a global network which brings together international companies, academic institutions and students who have stood out in their university career.
- Lessons given by Q8 professionals (e.g. on anti-trust and environmental law).
- Extra-curricular work experience which then led to recruitment to the Company



**PoliHub Servizi Srl of Milan Polytechnic**

- The long-term collaboration which, together with the Digital Innovation Observatories, has been taking forward an ambitious and innovative research project called "Startup Intelligence". A programme which facilitates contamination between the world of digital startups and that of Italian companies which focus on innovation as a success factor, making use of the enormous innovative potential of digital solutions.



# STRENGTHENING COMMUNITIES

We actively participate in the communities in which we operate as a business. This is true of both our Operating Units and the Joint Venture partnerships in which we participate. Below we list a number of examples of our engagement with communities across the globe, building strong connections and strengthening social and economic causes.



## OSTIA ANTICA ARCHAEOLOGICAL PARK IN ROME

The Ostia Antica Archaeological Park is a one of the biggest and most important such parks in Italy. It can offer visitors a real immersive experience in an ancient Roman town surrounded by lush Mediterranean nature. Q8 decided to support the complex restoration of the temple of Serapis which dates back to the second century A.D.



## NEQSAT RAMADHAN: COMMUNITIES

Neqsat Ramadan is an Initiative where KPI employees joined LOYAC. in distributing essential pantry ingredients and rations to the underprivileged community in Kuwait in preparation for the upcoming Ramadhan. LOYAC is a non for profit organisation in the city of Kuwait which the aspiration and aim : “ Sponsor a Student, Change a Life”. KPI is planning to conduct another joined event in the coming year.



## INTERNATIONAL DAY FOR THE ELIMINATION OF VIOLENCE AGAINST WOMEN

The United Nations has designated 25 November as the date for this event. To show its support for this sensitive issue and the sharing of the values of non-violence, Q8 has installed a pink bench in the entrance to its Rome offices, the most representative symbol of the total rejection of domestic violence.



## BLOOD DRIVE: COMMUNITIES

In the last year KPI organized a blood drive campaign in collaboration with Salhia Complex management and the Central Blood Bank of Kuwait. On February 6th 2023 a blood donation drive was organized where management and staff of KPI participated. It was a very successful event, deciding to make it an ongoing initiative at KPI.



STRENGTHENING COMMUNITIES

CLEAN WATER SUPPLY

Supplying clean water to the fence-line region by installing 75 kms of water pipes, benefiting 3,352 households in 8 residential groups.

Vietnam



HEALTH, NUTRITION & DISEASE PREVENTION CAMPAIGNS

These campaigns contributed to improving health condition of fence-line and proximity communities and their awareness about nutrition and diseases prevention and control, helping them to unlock their full potential for work and live while managing social risk and enhancing social acceptance.

Vietnam



FRUIT-TREE PLANTING CAMPAIGN

We are proud to run a fruit tree-planting campaign: for every Fruit Basket we order - we plant a fruit tree. This helps to mitigate the effects of global warming, deforestation and provides an income support to local communities in Malawi, Africa.



Just Transition

PROPELLING PROSPERITY  
Support a just transition that advances human capital development and human rights

We strongly support a Just Transition towards a low carbon global economy. In particular, as part of our ambition to propel prosperity, we aim to ensure that the new opportunities brought by the energy transition are distributed fairly and new skills and jobs shared as widely as possible. The concept of Just Transition aligns closely with several of our key strategic initiatives. As part of our commitment to long-term shared value we aim to ensure that the economic value generated by our activities is distributed widely, including to local governments in the jurisdictions in which we operate in the form of taxation. Through innovation and our drive to build a multi-energy offering, we aim to help develop the new technologies that will power our collective future and ensure that these are widely available. Equally, our strong focus on people is supportive of Just Transition. This includes our focus on developing the skills of our own employees and those of the wider community through training and engagement. Through our firm commitment to human rights and diversity and inclusion, we aim to ensure that our operations do not cause or contribute to the loss of inherent rights for anyone. Our diversity and inclusion initiatives are designed to drive equitable opportunities for employees across our company.





# People in Q8

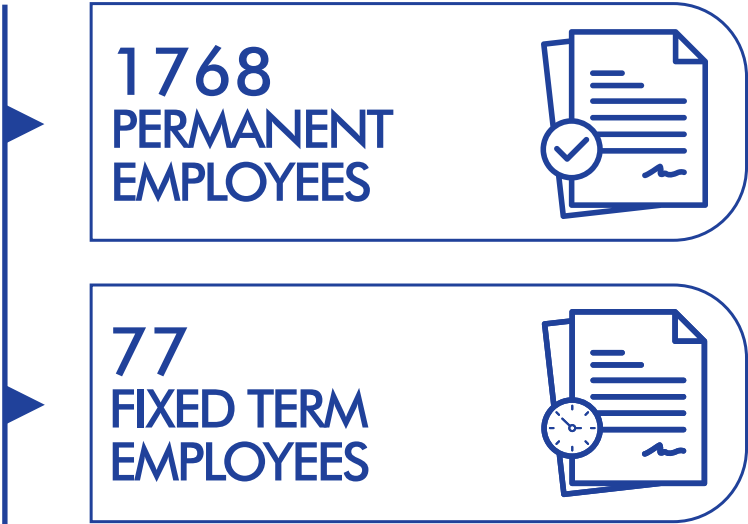
**PROPELLING PROSPERITY**  
Investing in our people is fundamental to deliver on our purpose. Fostering the necessary competence and collaborative structures to unlock their full potential and make them architects of change, transcending the role of mere participants

## HUMAN CAPITAL

Our employees are at the very heart of our organisation and the driving force behind what makes Q8 a successful organisation. Through their expertise, commitment and dedication, our employees come together to support the achievement of our goals and are a key source of our competitive advantage.

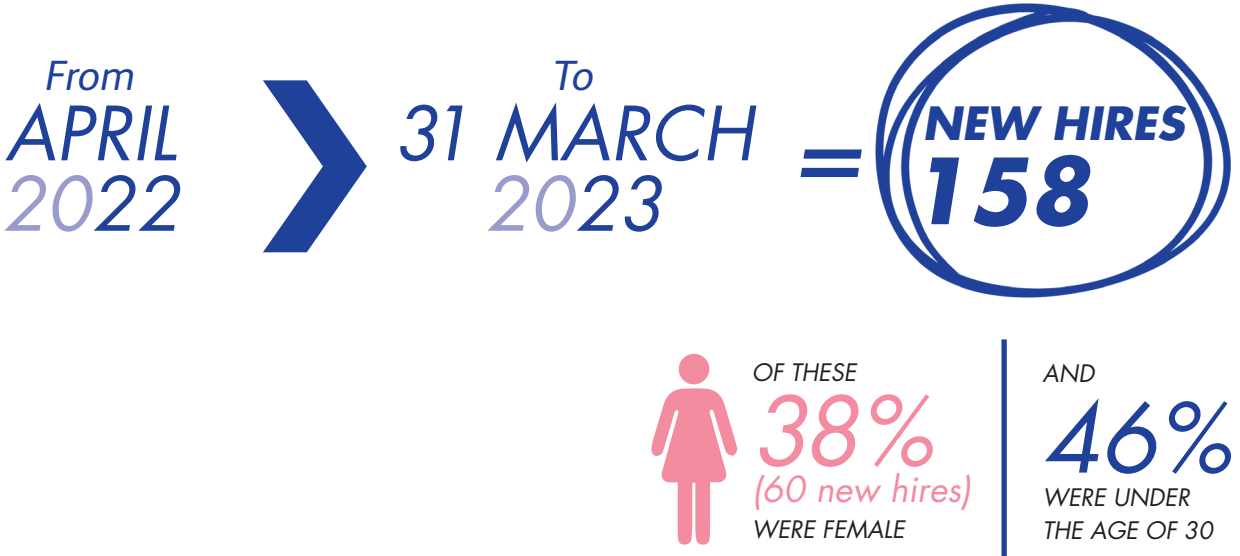
For these reasons, commitment to our people’s learning and development is a key tenet of our corporate ethos. We are proud to support and invest in our colleagues’ growth, both professionally and personally and recognise that this empowers them to achieve their personal goals while ensuring that Q8 is a safe, inclusive and rewarding work environment. Going forward, our people will also continue to play a critical role in our sustainability journey.

1845  
EMPLOYEES



## RECRUITMENT

In order to ensure that the highest standards of working practice are maintained at Q8, we must ensure that we are attracting the highest quality candidates into our organisation. As such we have invested in our recruitment and HR functions to ensure that we hire the right individuals and retain them in our organisation. We are deeply committed to bringing through the next generation of talent in our sector and are determined to continue to recruit high numbers of young professionals.



## FLEXIBLE WORKING HOURS AND SMART WORKING

In 2018 we launched a smart working scheme designed to enable greater flexibility, independence and choice for our colleagues in their working habits and schedules. As this scheme was implemented prior to COVID-19 pandemic, it left us well prepared to respond dynamically during the global crisis. The scheme has is designed to provide our colleagues with a sustainable balance between professional commitments and personal responsibilities. Equally, the scheme’s promotion of increased remote working also carries additional environmental benefits, helping us become more sustainable by reducing the CO<sub>2</sub> emissions associated with our colleagues’ commutes to and from our offices and facilities.

# EMPLOYEE WELLBEING

The focus on people is shown also by the introduction of policies with the dual goal of promoting, on the one hand, the wellbeing of the individual in the holistic sense, valorising all the aspects of their existence in physical, relational, emotional and social terms, and, on the other, meeting goals of organisational wellbeing with a view to the Company’s social sustainability.

**BEWELL and WELL-BEING**

At Q8, we want our people to be happy and healthy, while making sustainable choices in everyday life. That is why we have launched the BeWell and Well-Being programme, challenging and supporting our colleagues to take action and adopt a fit and healthy lifestyle. The objective is to generate well-being awareness and create a strong team spirit. As part of our BeWell and Well-Being programme, we have set up training programmes for runners, as well as health scans, virtual yoga, boxing, and functional training sessions. There are also webinars covering subjects such as digital detoxing, healthy food, and changing habits. Essentially, we offer a broad variety of activities to motivate our people to move, ease the mind, and adopt healthy eating habits.

## SUSTAINABLE JOB GUIDE

In order to entrench sustainable practices into the day to day working environment of Q8, we have released the ‘Q8 Sustainable Job Guide’. This booklet aims to provide colleagues with a guide that supports sustainable way of working and better wellbeing in the workplace. The Guide includes advice and best practices on organisation, teamwork, communication and wellbeing.

# TRAINING

Continuous learning and development are crucial to our ability to remain effective and competitive. By providing training and development opportunities to our employees, we empower them to perform and innovate to the best of their abilities, whilst feeling supported by their employer. All Q8 employees can access our Workday learning platform which offers a range of training courses. In addition to compulsory courses on topics including Health and Safety, Sustainability and Corporate Ethics, the platform is populated with optional seminars, podcasts and courses co-developed with leading business schools, as well as TED talks and other useful resources. These training and development programs help our employees to remain safe, grow professionally and develop specific technical, language, and management skills. Furthermore, our objective to educate colleagues on sustainability helps us to drive our sustainability mission forward and encourages employees to be incorporate sustainable practices in their personal lives.

**COMPULSORY COURSES**  
Health and safety for video terminal operators, criminal law, privacy, anti-trust, Decree Law 231/2001, information exchange

**OPTIONAL COURSES**  
Seminars, Tedtalks, digital pills

**SPECIALIST COURSES**  
Languages for all levels, technical

**DEDICATED COURSES**  
In line with the personal development plan

**SKILL UP ON SUSTAINABILITY**  
A training programme with the aim of increasing the awareness of the whole corporate population in regard to sustainability, made available to the whole population also on a platform through podcasts and webinars

**SKILL UP ON LEADERSHIP**  
A group training programme to improve in-house management and interpersonal skills

**MANAGERIAL SKILL UP**  
Ad hoc courses also for managers, with a focus on Social Intelligence, Delegation, Culture of making mistakes and Transformational Attitude

**CONNECTIVITY SESSION**  
Digital events open to everyone. Colleagues take the lead on corporate business issues or prestigious external speakers for personal enhancement and to increase the motivation and inspiration of the corporate population



## CORPORATE VOLUNTEERING

An opportunity to create social value thanks to the willingness of employees who undertake charitable activities in work hours, thus contributing to the promotion of a corporate culture based on sustainability and relations with the community. An opportunity for personal enhancement for the corporate population with positive effects not only for the local territory, but also for the volunteers who have the chance to enhance their skills, such as the ability to manage interpersonal relationships and work in a team.

### EMPLOYEES AS MENTOR FOR MULTICULTURAL YOUNG PEOPLE

Italian employees were involved as mentor with young people from various cultural backgrounds who, due to difficult socio-economic conditions, attend a multicultural association.

The overall objective of mentoring is to foster growth in the educational, personal, work and social spheres of mentees, although in a dual relationship both parties eventually experience changes. The basic idea was to accompany the beneficiaries in their job search, in defining some life goals, in preparing a curriculum vitae, etc. In fact, a pathway of this kind does not allow needs and objectives to be “pre-defined” but these are explored and then made explicit in the one-to-one meeting between mentor and mentee.

### GREEN VOLUNTEERING: DIVERSITY

KPI employees and Kuwaiti youth (ages 16 and above) participate on a continuous basis in hands-on learning, volunteering on local farms and gardens.

The program aim is to create more green spaces, combating desertification, and nurturing environmental awareness among young people.

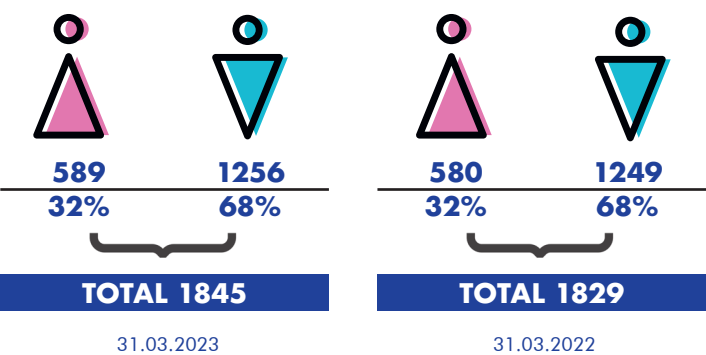
Volunteers commit full days to permaculture activities and attend induction sessions to kickstart their involvement.

## Diversity and Inclusion

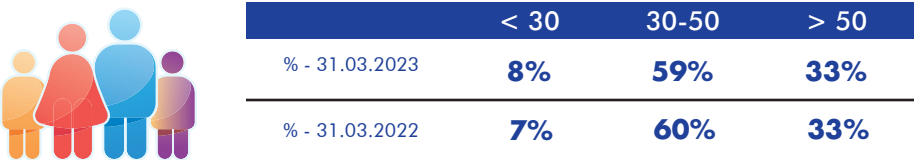
**PROPELLING PROSPERITY**  
To promote in all areas respect of the principles of inclusion, diversity, multiculturalism and heterogeneity.

Q8 is proud to be a diverse organisation made up of talented individuals from a range of backgrounds, nationalities, genders and ethnicities. We strongly believe that our diverse talent pool acts as a competitive advantage and enables us to be a creative, innovative and dynamic organisation.

### EMPLOYEES BY GENDER



### EMPLOYEES BY AGE GROUP



### NEW EMPLOYEE HIRES BY GENDER AND AGE

31.03.2023						31.03.2022					
	< 30	31-50	> 50	TOT	%		< 30	31-50	> 50	TOT	%
Male	32	25	3	60	38%	Male	16	17	5	38	34%
Female	41	48	8	97	62%	Female	34	30	9	73	66%
	73	73	11	157			50	47	14	111	

## “SAWAED” - LEND A HAND - VOLUNTEERING INITIATIVE

Besides the refinery dedicated social team, the “Sawaed” (Lend a Hand) initiative allows employees and external volunteers to participate in social project implementation. This volunteering initiative, provided volunteering opportunities to staff and external, strengthening our impact to implement change in our community and serving Oman.

Oman

## SELF-SERVICE FOR EVERYONE

Elimination of barriers to the services offered on the on the fuel network in Italy for better inclusion of the disabled, by adhering to the Memorandum of Understanding between Unem (Union of energies for mobility), FAIP Onlus (Federation of Italian Associations of People with a spinal cord injury) and the associations of dealers (Faib, Fegica and Figisc/Anisa). All drivers with mobility problems, during the opening hours of participating stations, can make use of the operator’s help at the self-service pumps, applying the related purchase conditions.



## NEW PARENTS AND CAREGIVERS

Thanks to the partnership with Lifeed, specific digital training courses have been made available, genuine master courses thanks to which it is possible to transform personal life and the care of relatives into a unique “workout” of soft skills for personal relations, organisation and innovation, thus creating added value for the growth of the person in the work context and in the organisation overall. In addition, thanks to the partnership with Jointly, the Q8 Caring portal has been made available, where it is possible to find information and instruments to best organise the assistance of a family member. Accessing a network of exclusive services, selected through a process of structured accreditation and designed to provide concrete responses to employees’ needs, which go beyond flexible benefits. A social assistant, the Family Manager, is ready to answer questions raised and to direct the person towards the most suitable service.

## OUR CULTURE OF RESPECT AND EQUALITY

### Code of Ethics

As described in Responsible Governance and Ethics, the Q8 Code of Conduct is our most important corporate directive. Serving as a comprehensive policy that applies to all individuals, regardless of employment status, the Code of Conduct aligns to local regulatory requirements, industry best practice, and our corporate values. The code explains the expectations that we have of our people and includes robust and detailed policies on business ethics, conflicts of interest, bribery and corruption, equal opportunities, and staff conduct. These serve as the basis upon which our people strategy is built and ensure the protection of our people and the upholding of the highest ethical standards, colleague welfare and integrity.

- ✓ Flexible working hours and smart working
- ✓ Equal working opportunities based on qualification and performance
- ✓ Diversity in the organisation
- ✓ Structured training and development
- ✓ Culture of rewards and benefits
- ✓ Sustainable Job Guide



# Health and Safety

**PROPELLING PROSPERITY**  
The Health and Safety of our employees, contractors, customers and wider communities is of paramount importance across the Q8 Group.

The Health and Safety of our employees, contractors, customers and wider communities is of paramount importance across the Q8 Group. As a business concerned with the manufacturing and marketing of fuels, lubricants and other petroleum products, we are constantly exposed to health and safety risks and the robust and effective management of these risks is our utmost priority.

In 2013, Q8 has implemented a structured HSSE (Health, Safety, Security, and Environmental) management system to streamline and centralize the oversight of all those factors that could potentially affect our operations. This system was aligned with the corporate standards mandated by our mother company, ensuring the comprehensive management of HSSE aspects throughout the entire Q8 organization (Group and Operating Unit level). The basis of an HSSE management system lies in the organization's commitment to ensuring the well-being of its employees, protecting the environment, and maintaining the security of its operations.

THE SYSTEM IS  
BUILT ON  
SEVERAL KEY  
PRINCIPLES



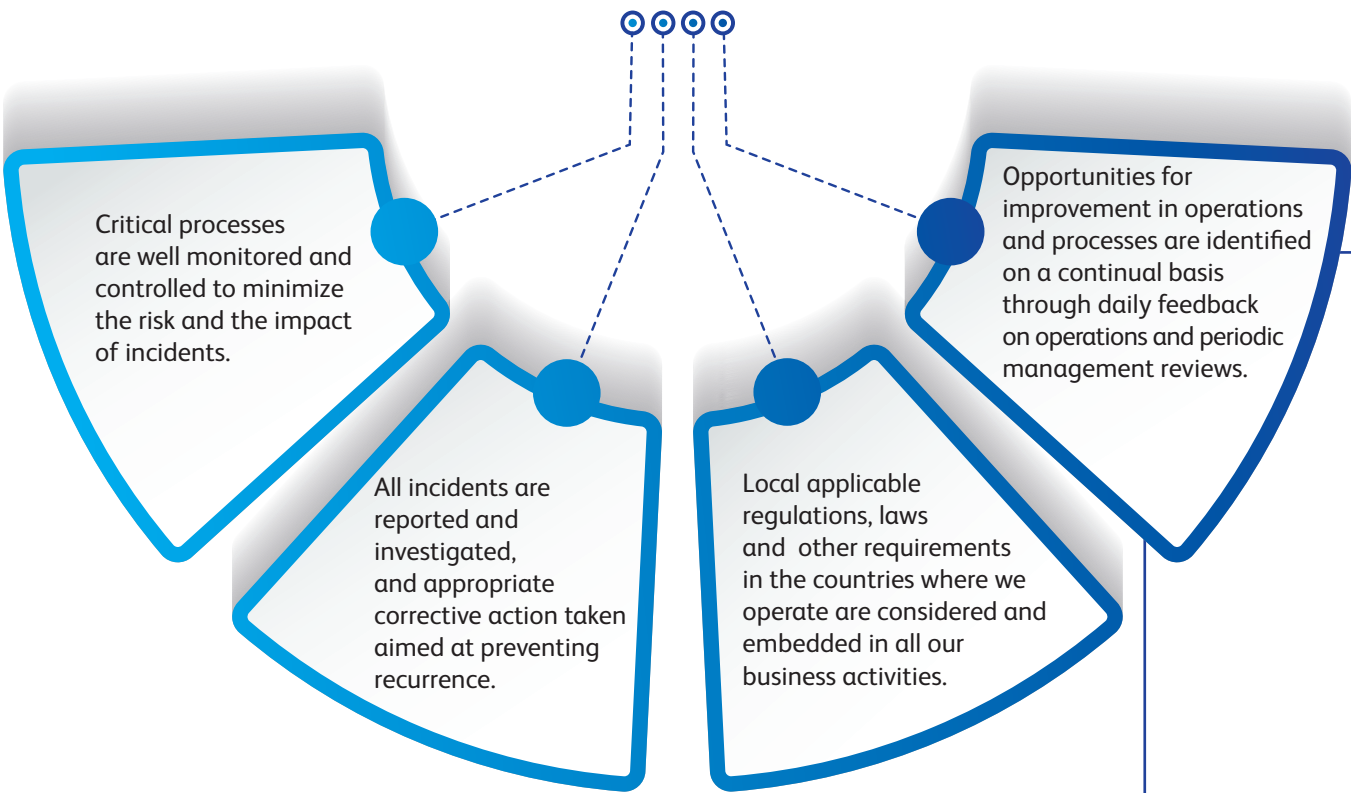
Leadership and Commitment:	Senior management must demonstrate visible commitment to HSSE principles. This includes setting clear policies, objectives, and expectations for HSSE performance.
Risk Assessment:	Identifying and assessing risks related to health, safety, security, and the environment is fundamental. This involves evaluating potential hazards, their likelihood, and their potential impact.
Legal Compliance:	Ensuring that the organization complies with all applicable laws and regulations related to HSSE is crucial. This includes permits, licenses, and reporting requirements.
Setting Objectives and Targets:	Establishing specific HSSE objectives and targets helps to drive continuous improvement. These goals should be measurable and aligned with the organization's overall mission.
Implementation and Operation:	Implementing HSSE policies involves developing processes, procedures, and guidelines to manage risks effectively. This includes training employees, conducting drills, and ensuring safety measures are in place.
Monitoring and Measurement:	Regularly monitoring and measuring HSSE performance against objectives is essential. Data collection helps identify areas that need improvement and assess the effectiveness of existing controls.
Communication:	Effective communication is crucial to ensure that all employees are aware of HSSE policies, procedures, and their roles in maintaining a safe and secure workplace.
Emergency Response:	Preparing for emergencies, such as fires, natural disasters, or security breaches, is a key component. Organizations must have plans in place to respond swiftly and effectively.
Continuous Improvement:	Regularly reviewing and updating the HSSE management system is vital. This involves learning from incidents and near-misses and making necessary changes to improve performance.
Documentation and Records:	Maintaining accurate records of HSSE activities, incidents, training, and compliance is essential for accountability and auditing purposes.
Auditing and Review:	Periodic audits and management reviews are conducted to assess the effectiveness of the HSSE management system and ensure that it remains aligned with the organization's goals.
Employee Involvement:	Involving employees in HSSE initiatives fosters a culture of safety, security, and environmental responsibility. Their input can also be valuable in identifying risks and solutions.

# Health and Safety

Q8 HSSE management system has provided a structured framework for the Q8 Group to manage and reduce risks, protected their employees and the environment, and ensured compliance with legal requirements. It has promoted a culture of safety, security, and environmental responsibility throughout the organization.

A few years later, in 2018, the HSSE policies, procedures, and work instructions, which had significantly advanced in the interim, were seamlessly integrated with the existing quality (ISO) documentation within the organization. This amalgamation resulted in the establishment of our current, highly effective Integrated Q8 Business Management System (BMS).

OUR BMS APPLIES ACROSS THE FULL BREADTH OF OUR GROUP, INCLUDING ALL OPERATING UNIT ACTIVITIES, EMPLOYEES AND CONTRACTORS, AND DESCRIBES THE MINIMUM REQUIREMENTS THAT WE REQUIRE TO ENSURE THAT:"



## OCCUPATIONAL HEALTH AND SAFETY

The wellbeing of our people is our utmost priority. Though our business activities are diverse, we have developed a set of robust policies and procedures to align our approach to health and safety across our operating units and throughout our value chain. To ensure the continued effectiveness of our policy framework, we actively monitor our performance against a range of health and safety targets.

Metric	EMPLOYEES	CONTRACTORS	TOTAL	TARGET
Work related fatalities	0	0	0	0
Fatal accident rate	0.00	0.00	0.00	0
High-consequence work-related injuries	0	0	0	NA
High-consequence work-related injury rate	0.00	0.00	0.00	0.00
Recordable work-related injuries	7	9	16	18
Recordable work-related injury rate (per 1,000,000 hours worked)	2.42	0.58	0.86	NA
Number of hours worked	2,898,103	15,651,013	18,549,117	NA

Q8’s Quality Assurance (QA) Department is the entity responsible for overseeing the effective operation of the BMS and provides health and safety coordination, expertise and resources to support each of our Operating Units. The QA department’s primary focus revolves around nurturing a stronger HSSE and risk culture. To achieve such objectives, a multitude of practices, initiatives, and projects are consistently launched throughout the Q8 Group, both at the Group and Operating Unit levels. These initiatives are designed to uphold a high level of expertise, even in the face of workforce turnover, promote knowledge sharing mechanisms, and ensure alignment between HSSE operational objectives and the overarching corporate vision and mission.

The Managing Directors of each Q8 Operating Unit and joint venture are ultimately accountable for the implementation of the BMS.



# INCIDENT REPORTING AND INVESTIGATION

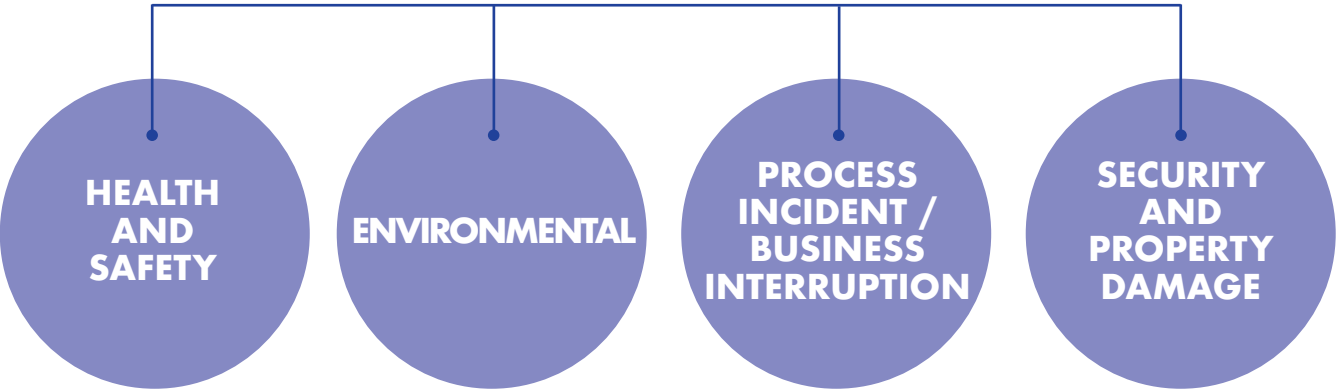
Reporting of incidents and near misses is essential for promoting safety, complying with legal requirements, analyzing data, learning from mistakes, and ultimately preventing future incidents. We therefore consider incident reporting and investigation to be a fundamental component of our wider management system.

According to the process requirements, all incidents are to be classified for reporting and investigation purpose according to the Incident Category and Incident Severity. An accident becomes a reportable incident if it happens in connection with work and entails consequence level higher than certain thresholds. An incident is work-related if any of the following played a significant role:

- ▶ THE WAY THE WORK WAS CARRIED OUT;
- ▶ ANY MACHINERY, PLANT, SUBSTANCES OR EQUIPMENT USED FOR THE WORK OR;
- ▶ THE CONDITION OF THE SITE OR PREMISES WHERE THE INCIDENT HAPPENED.

Fast and accurate classification and reporting of incidents including accidents, near misses and cases of non-compliance is key to our ability to respond appropriately. Incident flash reports must be submitted to Q8 QA Department by each Operating Units in line with Q8’s incident reporting deadlines. Operating Units are responsible for making any required notifications to local regulators.

**AS PART OF ANY INCIDENT FLASH REPORT, THE INCIDENT MUST BE RATED BASED ON SEVERITY AND CATEGORISED AS RELATING TO ONE OF THE FOLLOWING:**



Based on the contents of the incident report, QA will evaluate the incident and decide what investigation, reporting or corrective action, is required.

To consistently uphold high standards in the incident investigation process, we have established a dedicated group within our organization known as "incident investigators." These individuals are selected at Group and Operating Unit level and undergo specialized training sessions on systematic investigation process, like the Kelvin TOP-SET methodology. The Kelvin TOP-SET methodology equips them with the skills necessary for proficient incident investigation, root cause analysis, and problem-solving, enabling them to formulate effective recommendations, prevent recurrences, and enhance overall performance.

The QA department proactively conducts periodic refresher courses on incident investigation, catering to both incident investigators and individuals interested in engaging with this aspect of the management system. These refresher courses are thoughtfully designed and offered in flexible formats, including e-learning and in-person training, to accommodate diverse learning preferences and ensure accessibility.

## CERTIFICATION

Q8 and its Operating Units are certified on a corporate multi-site certificate. This approach enables us to:

- Continually improve risk and opportunity management
- Ensure consistency in processes and procedures
- Streamline operations and facilitate management
- Strengthen marketing position
- Conserve valuable resources optimize the planning activities,

**Q8 Group has been ISO 9001 and ISO 14001 certified since 2018, with our most recent re-certifications in 2023.**



In certain Q8 operations, the organization recognizes the value of additional certifications that can benefit local businesses. As a result, they have pursued and achieved certifications such as ISO 45001 to enhance their operational standards.

# OUR BUSINESS MANAGEMENT SYSTEM

We manage our activities responsibly with a particular focus on health, safety, security and the environment, and the quality of processes. To this end Q8 has developed a tailored Integrated Management System called the Business Management System (BMS). Our BMS Policy, setting out the principles to be followed, is disseminated to employees and suppliers, employees and suppliers (see Our Policies).

THE BMS IS PERIODICALLY MONITORED AND CONTROLLED:

- With external and internal audits
- With over 2,400 safety walks annually
- Monitoring performance indicators
- Undertaking inspections and visits

EVERYONE, INTERNALLY AND EXTERNALLY, IS CALLED ON TO DEVELOP AND CONTINUOUSLY IMPROVE THE BMS, FOR WHICH THEY HAVE AVAILABLE AD HOC INSTRUMENTS:

- The BMS portal
- Notification and/or targeting of near misses
- Notifications of process quality
- Management Workshop with BMS Focal Points representing each Operating Unit

Investigations of accidents, near misses and cases of non-compliance linked to the quality of processes are an essential step in the process of continuous improvement of the BMS. The direct involvement of top management in these issues is evidenced through the quarterly meetings in which they actively discuss opportunities to improve the system and our wider health and safety standards.

# BUSINESS MANAGEMENT POLICY

We operate an integrated Business Management System (BMS) at Q8. The aim of our BMS is to provide a holistic and standardised approach to the management of each of our Operating Units and minimize the duplication of documentation, policies and procedures. The BMS serves as the framework within which all Q8 policies exist. The alignment and integration of policies processes across our group brings administrative, operational and organizational benefits.



# CERTIFICATIONS

We are committed to the sustainable development of our business and the care of our people. This is exemplified through our certifications:

ISO 9001:2015  
for Quality

14001:2018  
for Responsible Care

ISO 14001:2015  
for Environment



# AWARDS

Q8 has received a RoSPA 2023 President’s Health and Safety Award (12 consecutive Golds) for health and safety performance over the course of 2022. This is an outstanding recognition for working hard to ensure our staff, customers, clients and contractors get home safely to their families at the end of every working day.

The Royal Society for the Prevention of Accidents (RoSPA) is a British charity that aims to save lives and prevent life-changing injuries which occur as a result of accidents. Organizations receiving a RoSPA Award are recognised as being world-leaders in health and safety practice. The RoSPA Awards scheme is the longest-running of its kind in the UK, and receives entries from organisations across the globe, making it one of the most sought-after achievement awards for health and safety worldwide. Every year, nearly 2,000 entrants vie to achieve the highest possible accolade in what is the UK’s longest-running H&S industry awards.







METHODOLOGICAL NOTE

This document represents the first edition of the Sustainability Report (hereinafter also "Report") of Kuwait Petroleum International Limited (hereinafter also "Q8"). The report is the result of substantial efforts to collect and integrate information and data from across the Kuwait Petroleum International group and its subsidiary companies (Operating Units) and joint ventures (for GHG emissions data and information). Specifically, the subsidiary companies included in the Report are: Kuwait Petroleum International Aviation Company (KPIAC), Kuwait Petroleum Italy (KUPIT), Kuwait Petroleum Research & Technology (KPRT), Kuwait Petroleum Spain (KPES), Kuwait Petroleum North-West Europe (KPNWE), Q8Oils and Q8 IDS / Global Card. Any specifications and exceptions to the reporting perimeter are indicated on time in the relevant sections.

The aim of this report is to provide internal and external stakeholders with an update on our sustainability strategy, approach and performance towards achieving long term shared value by propelling environmental, social and economic prosperity in the regions where we operate. The Sustainability Report was drawn up with reference to the "GRI Sustainability Reporting Standards" published by the Global Reporting Initiative (GRI) in 2016 and updated in 2021, and the sector Standard Oil & Gas, as indicated in the "Index of GRI Contents" section, as well as other relevant guidelines and standards. This includes the sustainability reporting guidance published by the International Petroleum Industry Environmental Conservation Association (IPIECA), the global oil and gas industry association for advancing environmental and social performance.

The reporting frequency is on an annual basis, and the contents of this document refer to the period from April 1, 2022, to March 31, 2023 and reflect the principle of Materiality or relevance. The data for the previous financial year (April 1,2021 - March 31, 2022) were reported in order to provide the reader with a benchmark of economic, social, environmental, and governance performance and thus allow an assessment of Kuwait Petroleum International activity performance over the two-year period. The selection of the themes underlying the result of the materiality analysis carried out with reference to the indications of the GRI sustainability reporting standards, the principal international methodological reference adopted and in particular considering the sectoral Oil & Gas standard. The results of the materiality analysis reflect the company's significant impacts on the economy, environment, and people, including their human rights. This was used as a starting point for the collaborative development of our Propelling Prosperity Strategy which was the result of a in depth empathy journey with all our business teams working together with stakeholders. All of this, with the ultimate aim to contribute to the United Nations 2030 Agenda for Sustainable Development (SDGs).

In order to provide a correct representation of the reported activities and to guarantee the reliability of the data, the use of estimates has been limited as much as possible, which, where present, are based on the best available methodologies and appropriately reported. The data and information contained in the document were collected by the referents of the company functions involved, through data collection sheets compiled with the data extracted from the Company's systems and were calculated in a timely manner on the basis of the findings of the general accounts and other information systems used, following an appropriate reporting process and structure. We ask Deloitte & Touche to provide limited external assurance exclusively to the "Addressing Climate Change" chapter, that includes energy consumption and GHG emissions KPI. Therefore, the limited assurance activities are related to the data and information included un such chapter only.

**Contacts**  
For any information regarding the Sustainability Report, please contact Q8 Sustainability Team at sustainability@q8.com  
The Sustainability Report is also available on q8.com in the "Company" section.

Statement of use

Q8 has reported in reference with GRI Standards for the reporting period from April 1, 2022 to March 31, 2023.  
Sector Standard GRI 11: Oil & Gas.

GRI Standard	Disclosure	Disclosure Title	Location / Explanation
Foundation Disclosures 2021			
GRI 1: Foundation 2021			
General Disclosures 2021			
GRI 2: General disclosure (2021)	GRI 2.1 The organization and its reporting practices		
	2-1	Organizational details	Our Brand/ Overview of our operations/ Our Network
	2-2	Entities included in the organization's sustainability reporting	Our Brand/ Overview of our operations/ Our Network / Methodological Note
	2-3	Reporting period, frequency and contact point	Methodological Note
	2-4	Restatements of information	Methodological Note
	2-5	External Assurance	TBD
	GRI 2.2 Activities and workers		
	2-6	Activities, value chain and other business relationships	Our Brand/ Overview of our operations/ Our Network / Sustainable value chain / Costumer Centricity
	2-7	Employees	Our Ecosystems / Annex
	2-8	Workers who are not employees	Annex
	GRI 2.3 Governance		
	2-9	Governance structure and composition	Sustainable Ways of Working, Governance and Ethics/ Responsible Governance
	2-10	Nomination and selection of the highest governance body	Sustainable Ways of Working, Governance and Ethics
	2-11	Chair of the highest governance body	Sustainable Ways of Working, Governance and Ethics
	2-12	Role of the highest governance body in overseeing the management of impacts	Sustainable Ways of Working, Governance and Ethics
	2-13	Delegation of responsibility for managing impacts	Sustainability in our Risk Management
	2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance/ Our Approach
	2-15	Conflicts of interest	Responsible Governance/ Sustainability in our Risk Management
	2-16	Communication of critical concerns	Responsible Governance/ Sustainability in our Risk Management
	2-17	Collective knowledge of the highest governance body	Responsible Governance Sustainability in our Risk Management

GRI Standard	Disclosure	Disclosure Title	Location / Explanation
GRI 2: General disclosure (2021)	GRI 2.4 Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	Letters to stakeholders, Our Values, Propelling Prosperity, Our Approach to Sustainability
	2-23	Policy commitments	Corporate Ethics
	2-24	Embedding policy commitments	Corporate Ethics
	2-25	Processes to remediate negative impacts	Corporate Ethics
	2-26	Mechanisms for seeking advice and raising concerns	Corporate Ethics
	2-27	Compliance with laws and regulations	Corporate Ethics
	2-28	Membership Associations	Our Memberships
	GRI 2.5 Stakeholder engagement		
	2-29	Approach to stakeholder engagement	Engaging with our stakeholders
	2-30	Collective bargaining agreements	Annex
Material Topics 2021			
GRI 3: Material Topics (2021)	3-1	Process to determine material topics	Embedding Sustainability into Our DNA / Materiality
	3-2	List of material topics	Embedding Sustainability into Our DNA / Materiality
	3-3	Management of material topics	Embedding Sustainability into Our DNA / Materiality
Long-term shared value			
GRI 3: Material Topics (2021)	3-3 (11.14.1)	Management of material topics	Generating and distributing value / Long-term Value / Commitment to shared value creation
GRI 201: Economic performance (2016)	3-3 (11.14.1)	Direct economic value generated and distributed	Generating and distributing value / Long-term Value / Annex
Responsible Governance and Ethics			
GRI 3: Material Topics (2021)	3-3 (11.19.1, 11.20.1)	Management of material topics	Corporate Ethics / Sustainability In our Risk Management / Our Values
GRI 205: Anti-corruption (2016)	205-2 (11.20.3)	Communication and training about anticorruption policies and procedures	Corporate Ethics / Sustainability In our Risk Management
	205-3 (11.20.4)	Confirmed incidents of corruption and actions taken	Q8 Highlights

GRI Standard	Disclosure	Disclosure Title	Location / Explanation
GRI 206: Anti-competitive behavior (2016)	206-1 (11.19.2)	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Q8 Highlights
Innovation and Multi-energy offering			
GRI 3: Material Topics (2021)	3-3	Management of material topics	Our Multi-Energy Offering and Innovation / Commitment to European projects / Quality of products / Acting as enabler of the energy transition
Risk Management and Compliance			
GRI 3: Material Topics (2021)	3-3	Management of material topics	Sustainability In our Risk Management
Sustainable Value Chain			
GRI 3: Material Topics (2021)	3-3	Management of material topics	Sustainable value chain / The value chain of our operations
GRI 204: Procurement Practices (2016)	204-1	Proportion of spending on local suppliers	Sustainable value chain
Addressing Climate change			
GRI 3: Material Topics (2021)	3-3 (11.1.1, 11.2.1, 11.2.3)	Management of material topics	Addressing climate change
GRI 302: Energy (2016)	302-1 (11.1.2)	Energy consumption within the organization	Our Energy Consumption/ Annex
	302-3 (11.1.4)	Energy intensity	Our Energy Consumption/ Annex
GRI 305: Emissions (2016)	305-1 (11.1.5)	Direct (Scope 1) GHG emissions	Our Consumption and Emissions / Greenhouse Gas Emissions/ Annex
	305-2 (11.1.6)	Energy indirect (Scope 2) GHG emissions	Our Consumption and Emissions / Greenhouse Gas Emissions/ Annex
	305-3 (11.1.7)	Indirect (Scope 3) GHG emissions	Our Consumption and Emissions / Greenhouse Gas Emissions / Emissions from primary and secondary transport/ Annex
	305-4 (11.1.8)	GHG emissions intensity	Our Consumption and Emissions / Greenhouse Gas Emissions/ Annex
	305-5 (11.2.3)	Reduction of GHG Emissions	Our Consumption and Emissions / Greenhouse Gas Emissions / Energy Transition Strategy/ Annex



GRI Standard	Disclosure	Disclosure Title	Location / Explanation
<b>Water management</b>			
GRI 3: Material Topics (2021)	3-3 (11.6.1)	Management of material topics	Water Management
GRI 303: Water and Effluents (2028)	303-1 (11.6.1)	Interactions with water as a shared source	Water Management
	303-2 (11.6.3)	Management of water discharge-related impacts	Water Management
<b>Waste management and circularity</b>			
GRI 3: Material Topics (2021)	3-3 (11.5.1, 11.8.1)	Management of material topics	Circularity and waste management
GRI 306: Waste (2020)	306-1 (11.5.2)	Waste generation and significant waste-related impacts	Circularity and waste management
	306-2 (11.5.3)	Management of significant waste-related impacts	Circularity and waste management
GRI 306: Effluents and waste (2016)	306-3 (11.8.2)	Significant spills	Circularity and waste management
<b>Protecting biodiversity</b>			
GRI 3: Material Topics (2021)	3-3	Management of material topics	Materiality/ Giving back to the Planet
<b>Health and Safety</b>			
GRI 3: Material Topics (2021)	3-3 (11.9.1)	Management of material topics	Health and safety
GRI 403: Occupational health and safety (2018)	403-1 (11.9.2)	Occupational health and safety management system	Health and safety/ Incident Reporting and investigation/ Our Business Management System
	403-2 (11.9.3)	Hazard identification, risk assessment, and incident investigation	Health and safety/ Incident Reporting and investigation/ Our Business Management System
	403-3 (11.9.3)	Occupational health services	Health and safety/ Incident Reporting and investigation/ Our Business Management System
	403-4 (11.9.5)	Worker participation, consultation, and communication on occupational health and safety	Health and safety/ Incident Reporting and investigation/ Our Business Management System
	403-5 (11.9.6)	Worker training on occupational health and safety	Health and safety/ Incident Reporting and investigation/ Our Business Management System
	403-6 (11.9.7)	Promotion of worker health	Health and safety/ Incident Reporting and investigation/ Our Business Management System

GRI Standard	Disclosure	Disclosure Title	Location / Explanation
	403-7 (11.9.8)	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety/ Incident Reporting and investigation/ Our Business Management System
	403-8 (11.9.9)	Workers covered by an occupational health and safety management system	Health and safety/ Incident Reporting and investigation/ Our Business Management System
	403-9 (11.9.10)	Work-related injuries	Occupational Health and safety/ Annex
	403-10 (11.9.11)	Work-related ill health	Occupational Health and safety/ Annex
<b>Employee Recruitment, Development &amp; Retention</b>			
GRI 3: Material Topics (2021)	3-3 (11.10.1)	Management of material topics	Human capital / Recruitment/ Flexible working hours and smart working/ Employee wellbeing/ Training
GRI 401: Employment (2016)	401-1 (11.10.2)	New employee hires and employee turnover	Recruitment/ Annex
GRI 401: Training (2016)	404-2	Programs for upgrading employees skills and transition assistance programs	Training
<b>Diversity &amp; Inclusion</b>			
GRI 3: Material Topics (2021)	3-3 (11.11.1)	Management of material topics	Diversity and Inclusion
GRI 405: Diversity and equal opportunity (2016)	405-1 (11.11.5)	Diversity of governance bodies and employees	Diversity and Inclusion/ Annex
<b>Human Rights</b>			
GRI 3: Material Topics (2021)	3-3	Management of material topics	Just Transition
GRI 406: Non - discrimination (2016)	406-1 (11.11.7)	Incidents of discrimination and corrective actions taken	Diversity and Inclusion / Just Transition
<b>Community Engagement</b>			
GRI 3: Material Topics (2021)	3-3 (11.15.1)	Management of material topics	Our Ecosystems / Strengthening Communities / Corporate Volunteering

Energy<sup>2</sup>

GRI 302-1, GRI 302-2, GRI 305-4

Energy consumption within the organization	Unit	2022/2023	2021/2022	% Change from previous year
Total Electricity	GJ	283,603	314,398	-10 %
<i>of which from renewables</i>	GJ	205,965	268,230	-23 %
Diesel	GJ	24,069	45,637	-47 %
Fuel Oil	GJ	48,351	52,195	-7 %
Liquid Petroleum Gas (LPG)	GJ	1,068	1,139	-6 %
Natural Gas	GJ	50,298	58,173	-14 %
Gasoline	GJ	24,628	11,656	111 %
Ditermic Oils	GJ	384	347	11 %
Steam	GJ	14,351	16,145	-11 %
Total	GJ	446,751	499,690	-11%

<sup>2</sup> Data relates to energy consumption by Q8 and its wholly owned subsidiaries and aligns with the ‘Operational Control’ reporting boundary.

Energy intensity	Unit	2022/2023	2021/2022	% Change from previous year
Total energy consumption	GJ	446,751	499,690	-11 %
Throughput	Litres	18,076,380,000	18,123,910,000	0 %
Energy intensity	GJ/Litres	2,47	2,76	-10 %

Emissions intensity	Unit	2022/2023	2021/2022	% Change from previous year
Total emissions (Scope 1 and 2 LB)	tCO2e	34,666	35,532	-2 %
Throughput	Litres	18,076,380,000	18,123,910,000	0 %
Emissions intensity	tCO2e /Litres	0,0019	0,0020	-2 %

Emissions

GRI 305-1, GRI 305-2, GRI 305-3

GHG emissions	Unit	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Scope 1	tCO2e	18,275	16,407	14,331	13,555	14,245
Scope 2 - (LB)	tCO2e	27,128	28,101	22,594	21,977	20,421
Total Scope 1 and and Scope 2 (LB)	tCO2e	45,403	44,508	36,925	35,532	34,666

GHG emissions - Operational Control	Unit	2022/2023	2021/2022	% Change from previous year
Scope 1	tCO2e	14,245	13,555	5 %
Scope 2 - Location Based	tCO2e	20,421	21,977	-7 %
Scope 2 - Market Based	tCO2e	7,576	2,851	166 %
Scope 3	tCO2e	426,345	106,335	301 %
Total GHG emissions (Scope 1, Scope 2 LB, Scope 3)	tCO2e	461,011	141,867	225 %
Total GHG emissions (Scope 1, Scope 2 LB, Scope 3)	tCO2e	448,166	122,741	265 %

GHG emissions - Equity Share	Unit	2022/2023	2021/2022	% Change from previous year
Scope 1	tCO2e	2,827,381	3,344,292	-15 %
Scope 2 - location based	tCO2e	42,515	26,958	+58 %
Total (scope 1 - scope 2 LB)	tCO2e	2,869,896	3,371,250	-15 %

Scope 3 Details	Unit	2022/2023	2021/2022	% Change from previous year
Emissions from fuel transport by road	tCO2e	46,681	42,132	+11 %
Emissions from fuel transport by ship	tCO2e	372,785	56,985	+554 %
Other	tCO2e	6,879	7,218	-5 %
Total	tCO2e	426,345	106,335	+301%

The significant increase in Scope 3 emissions compared to the previous year is due to a further improvement in the data collection (see pag 73)

Waste

GRI 306-2

Spills				
Metric	Unit	2022/2023	2021/2022	% Change from previous year
Volume of spilled product to environment due to Major Spills	Litres	0	530	-100 %



Employee Demographics <sup>1</sup>  
GRI 2-7, GRI 2-8, GRI 2-30, GRI 401-1, GRI 405-1

Total number of employees by Country

	31/03/2023			31/03/2022		
Country	Female	Male	Total	Female	Male	Total
Italy	285	611	896	284	607	891
Belgium	160	245	405	147	235	381
Netherlands	37	119	155	35	118	153
United Kingdom	27	48	75	30	51	81
Spain	35	37	72	34	33	67
Germany	1	12	13	1	14	15
Luxembourg	0	13	13	1	11	12
France	1	8	9	1	8	9
Poland	0	6	6	0	6	6
Romania	1	5	6	1	4	5
Thailand	1	3	4	1	3	4
Slovakia	0	3	3	0	3	3
United States of America	0	3	3	0	3	3
Portugal	1	1	2	1	1	2
Türkiye	0	2	2	0	2	2
Australia	0	1	1	0	1	1
Czechia	0	1	1	0	1	1
Denmark	1	0	1	1	0	1
Hong Kong	1	0	1	1	0	1
Hungary	0	1	1	0	1	1
Lithuania	1	0	1	1	0	1
Slovenia	0	1	1	0	1	1
Sweden	0	1	1	0	1	1
Kuwait	39	134	173	42	143	185
Bulgaria	0	1	1	0	0	0
Total	589	1,256	1,845	580	1,247	1,827

<sup>1</sup> All figures are calculated on a 'Full-time Employee' basis. Data values have been rounded for clarity. In some instances this has caused small rounding errors in the calculation of employee demographics.

Total number of employees by full time/part time

	31/03/2023			31/03/2022		
Employee Type	Female	Male	Total	Female	Male	Total
Full time	539	1,246	1,786	528	1,236	1,764
Part time	50	10	60	52	11	63
Total	589	1,256	1,845	580	1,247	1,827

Total number of employees by type of contract and gender

	31/03/2023			31/03/2022		
Contract Type	Female	Male	Total	Female	Male	Total
Permanent	558	1,210	1,768	548	1,191	1,739
Fixed Term	31	46	77	32	49	81
Blank	0	0	0	0	7	7
Total	589	1,256	1,845	580	1,247	1,827

Total number of external workforce by professional category and gender

	31/03/2023			31/03/2022		
Type	Female	Male	Total	Female	Male	Total
Contingent Worker	7	16	23	0	0	0

Employees by age group and employee category

	31/03/2023				31/03/2022			
Management Level	< 30	30 – 50	> 50	Total	< 30	30 – 50	> 50	Total
Supervisor / Coordinator	2	93	56	150	1	99	49	149
Blue Collar	11	53	37	101	11	53	35	99
Professional	93	528	249	870	65	549	249	863
Administrative	41	230	43	315	44	225	49	318
Management	4	214	191	408	4	210	182	396
Other	0	0	1	1	0	0	3	3
Total	150	1,119	576	1,845	125	1,136	566	1,827

Percentage of the total number of employees covered by collective bargaining agreements

	31/03/2023			31/03/2022		
Metric	Female	Male	Total	Female	Male	Total
With Collective Agreement	480	902	1,382	465	884	1,349
Without Collective Agreement	110	354	463	115	363	478
Total	589	1,256	1,845	580	1,247	1,827

Terminations by Gender

	31/03/2023			31/03/2022		
Age Group	Female	Male	Total	Female	Male	Total
>30	8	14	22	9	15	24
31-50	22	37	59	20	51	71
50 >	15	33	48	8	29	38
Total	44	84	128	37	95	132

New employee hires by Gender

	31/03/2023			31/03/2022		
Age Group	Female	Male	Total	Female	Male	Total
>30	32	41	73	21	42	63
31-50	25	48	73	17	38	55
50 >	3	9	12	5	9	14
Total	60	98	158	43	89	132

Employees by gender and employee category

	31/03/2023			31/03/2022		
Management Level	Female	Male	Total	Female	Male	Total
Supervisor / Coordinator	44	106	150	38	111	149
Blue Collar	1	100	101	2	96	99
Professional	314	555	870	311	553	863
Administrative	148	167	315	155	163	318
Management	82	327	408	74	322	396
Other	0	1	1	0	3	3
Total	589	1,256	1,845	580	1,247	1,827



# GLOSSARY

## Alternative fuels

Alternative fuels are non-conventional and environmentally friendly energy sources used as substitutes for traditional fossil fuels, primarily gasoline and diesel, in various transportation and energy applications. These alternative fuels are sought after to reduce greenhouse gas emissions, minimize air pollution, and decrease dependence on finite fossil fuel reserves.

## BMS

Our current, highly effective Integrated Q8 Business Management System. In 2018, the HSSE policies, procedures, and work instructions, which had significantly advanced in the interim, were seamlessly integrated with the existing quality (ISO) documentation within the organization. Q8 has developed a tailored Integrated Management System called the Business Management System (BMS). Our BMS Policy, setting out the principles to be followed, is disseminated to employees and suppliers, employees, and suppliers.

## Center for Excellence

A Q8 group level centre for excellence are cross-organization thematic innovation centres on energy topics relevant to the energy transition and product offering. They foster collaboration, advance learning and knowledge sharing. A Centre for Excellence is an innovative hub fostering advanced learning, research, and collaboration in cutting-edge fields

## Circularity

Circularity, often referred to as the circular economy, is an economic and sustainability model that aims to reduce waste, conserve resources, and promote the responsible use of materials and products. It is a departure from the traditional linear economy, which follows a "take-make-dispose" approach, where raw materials are extracted, used to make products, and eventually discarded as waste. In contrast, circularity seeks to create a closed-loop system where resources and products are reused, refurbished, remanufactured, and recycled, thereby minimizing waste and environmental impacts.

## Decarbonization strategy

A decarbonization strategy is a comprehensive plan or set of actions aimed at reducing or eliminating carbon dioxide (CO2) and other greenhouse gas emissions from various sectors of the economy. The primary objective of a decarbonization strategy is to mitigate climate change by transitioning to a low-carbon or carbon-neutral state, which involves minimizing the release of carbon emissions into the atmosphere. Such strategies are crucial for addressing the challenges of global warming and achieving sustainability and environmental goals.

## Electric mobility

Electric mobility, often referred to as e-mobility or electric transportation, involves the use of electric vehicles (EVs) and electric power as a means of transportation, with the primary aim of reducing reliance on fossil fuels, minimizing greenhouse gas emissions, and promoting cleaner and more sustainable mobility solutions. Electric mobility encompasses a range of transportation modes, including electric cars, electric bicycles (e-bikes), electric scooters, electric buses, and electric trains.

## Energy efficiency

Energy efficiency refers to the use of less energy to perform a specific task or provide a certain level of service, while maintaining the same or even improved performance and outcomes. It involves optimizing energy consumption and minimizing energy waste in various processes, systems, and technologies. The goal of energy efficiency is to achieve the desired results while using fewer resources, reducing energy costs, and minimizing environmental impacts.

## Energy intensity

Energy intensity refers to the amount of energy required to produce a unit of output, such as Q8 specific product. Lower energy intensity indicates that less energy is being used to generate a given level of economic activity or output, which is generally seen as a positive sign of energy efficiency. High energy intensity, on the other hand, suggests that a significant amount of energy is being consumed to produce the same level of output, which can be a sign of inefficiency and waste.

## Energy transition

The energy transition, often referred to as the energy transition or energy transformation, is a significant shift in the way societies produce, distribute, and consume energy. It involves moving from traditional, fossil fuel-based energy sources such as coal, oil, and natural gas to cleaner, more sustainable, and renewable sources of energy like solar, wind, hydro, and geothermal power. The goal of the energy transition is to reduce greenhouse gas emissions, combat climate change, and mitigate the environmental and social impacts associated with fossil fuel use. The energy transition is driven by the need to address climate change, reduce air pollution, enhance energy security, and create a sustainable and resilient energy system for the future.

## Equity and control approach

Under the equity share approach, a company accounts for GHG emissions from operations according to its share of equity in the operation. This approach therefore includes consideration of emissions associated with Q8's Refinery Joint Ventures. Under the control approach, a company accounts for GHG emissions from operations over which it has control. It does not account for GHG emissions from operations in which it owns an interest /equity but has no control. This approach includes consideration of emissions of 100 % owned assets. It does not include consideration of emissions associated with Q8's Refinery Joint Ventures.

## Electric vehicle charging point

Defined as a piece of equipment designed to connect an electric vehicle (EV) to a source of electricity to enable the recharging of its battery.

## Flaring

Flaring is a controlled process of burning off unwanted or excess gases, typically hydrocarbons like methane, ethane, or other volatile organic compounds, from industrial operations, including oil and natural gas production, refineries, and chemical plants. Flaring is conducted in a controlled and deliberate manner, and it is used for several purposes, though it is primarily a safety and environmental management practice. Flaring involves the combustion of these gases at the tip of a tall stack, converting them into less harmful carbon dioxide (CO2) and water vapor.

## HVO

HVO stands for "Hydrotreated Vegetable Oil" or "Hydrotreated Vegetable Oil Diesel." It is a renewable and sustainable alternative to traditional diesel fuel made from fossil sources. HVO is produced through a process called hydrotreatment, which involves treating vegetable oils or animal fats with hydrogen in the presence of a catalyst to remove impurities and reduce the size of hydrocarbon molecules. This results in a high-quality, clean-burning diesel fuel with several environmental benefits.

LNG

LNG stands for "Liquefied Natural Gas." It is a natural gas that has been cooled to extremely low temperatures to convert it into a liquid state for ease of storage and transportation. The liquefaction process involves reducing the temperature of natural gas to approximately -260°F (-162°C), at which point it becomes a clear, colorless, and non-toxic liquid. LNG is primarily composed of methane, with small amounts of other hydrocarbons and impurities removed during processing. One of the primary uses of LNG is as a fuel for vehicles, particularly heavy-duty trucks, ships, and buses. Using LNG as a transportation fuel can reduce emissions of greenhouse gases and air pollutants compared to diesel or gasoline.

Low carbon

"Low-carbon" is a term used to describe practices, technologies, and systems that generate fewer carbon dioxide (CO2) emissions or have a reduced carbon footprint compared to traditional or high-carbon alternatives. The term is closely associated with efforts to mitigate climate change and reduce greenhouse gas emissions, particularly CO2, which is a major contributor to global warming.

Net zero operations

Net zero operations refers to the commitment to achieving the Net Zero goal for Scope 1 and 2 emissions in 2050, coherent with the ambition of a company that is projected towards an increasingly sustainable future. KPC Energy Transition Strategy adhered to by KPI with an implementation plan. Aims for Net Zero 2050 (Scope 1&2) through abatement of emissions and creation of new energy businesses.

Net zero

"Net zero" refers to a state in which the balance between the greenhouse gases (GHGs) emitted into the atmosphere and the GHGs removed from the atmosphere is equal. In other words, achieving net zero means that the total amount of greenhouse gases released into the atmosphere is effectively offset by the amount of greenhouse gases removed or sequestered from the atmosphere, resulting in no additional contribution to global warming or climate change.

Propelling Prosperity

Propelling Prosperity is about delivering sustainable energy and mobility solutions targeting Net Zero by 2050 and to do it purposely creating shared value for people and planet. Built around 3 pillars: New Ways of Doing business, Enabling Energy Transition, People Enhancement, it is deeply rooted in our company core values and ethos and propelled by embedding sustainability in our DNA and through continuous stakeholder engagement

Renewable energy

Renewable energy, often referred to as "green" or "clean" energy, is energy derived from naturally occurring and replenishable sources that are not depleted when used. These sources of energy are considered sustainable because they can be naturally replenished over time and have a lower environmental impact compared to fossil fuels.

SAF

SAF stands for "Sustainable Aviation Fuel." It is a type of alternative aviation fuel that is produced from sustainable and renewable feedstocks, with the aim of reducing the environmental impact of aviation. SAF is designed to be a more environmentally friendly alternative to traditional aviation fuels, such as Jet-A or Jet-A1, which are derived from fossil fuels. The production and use of SAF are intended to lower greenhouse gas emissions, improve air quality, and promote sustainability in the aviation industry.

SDGs

The Sustainable Development Goals (SDGs), also known as the Global Goals, are a set of 17 interconnected and ambitious goals adopted by the United Nations in September 2015 as part of the 2030 Agenda for Sustainable Development. These goals were designed to address a wide range of global challenges, including poverty, inequality, environmental degradation, peace, and justice. The SDGs provide a comprehensive framework to guide countries and stakeholders in achieving a more sustainable and equitable future by 2030.

Smart mobility

Smart mobility, often referred to as intelligent or connected mobility, is a concept that leverages advanced technologies and data-driven solutions to enhance transportation and improve the efficiency, safety, sustainability, and accessibility of urban and regional mobility systems. Smart mobility aims to transform the way people and goods move within cities and across regions by integrating various modes of transportation and optimizing the use of resources.

Sustainability Framework

A structured approach to implement sustainability and to measure progress towards the sustainability goals.

Sustainability Strategy

A comprehensive roadmap to implement vision, principles, goals and practices into operations, decision making and overall business strategy, and to do it with a long-term view towards a sustainable future.

Sustainable lubricants

Sustainable lubricants, often referred to as eco-friendly or environmentally friendly lubricants, are specialized lubricating oils and greases that are designed to reduce their environmental impact and promote sustainability. These lubricants are used to reduce friction and wear in machinery, vehicles, and industrial equipment while minimizing harm to the environment.



## Cautionary Note

This report contains forecasts, projections and forward-looking statements concerning the financial condition, results of operations and businesses of Q8. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are statements of future expectations that are based on management's current expectations and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements include, among other things, statements concerning the potential exposure of Q8 to market risks and statements expressing management's expectations, beliefs, estimates, forecasts, projections and assumptions. These forward-looking statements are identified by their use of terms and phrases such as "aim", "ambition", "anticipate", "believe", "could", "estimate", "goals", "may", "objectives", "plan", "probably", "project", "risks", "should", "target", "will" and similar terms and phrases. There are a number of factors that could affect the future operations of Q8 and could cause those results to differ materially from those expressed in the forward-looking statements included in this report. All forward-looking statements contained in this report are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements. Each forward-looking statement speaks only as of the date of this report, November, 2023. Neither Q8 nor any of its subsidiaries undertake any obligation to publicly update or revise any forward-looking statement as a result of new information, future events or other information. In light of these risks, results could differ materially from those stated, implied or inferred from the forward-looking statements contained in this report.

The company and each of its subsidiaries are separate legal entities. Unless otherwise requires, the term "Q8", and terms such as "we", "us" or "our", are used in the Sustainability Report for convenience to refer to one or more of the members of the Q8 group instead of identifying a particular entity or entities.

### For questions and suggestions:

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