

ADNOC Drilling



SUSTAINABILITY REPORT 2023

Accelerating
Sustainable
Growth

Accelerating Sustainable Growth

ADNOC Drilling is one of the Middle East's largest integrated drilling services companies. We drive sustainable growth through strategic and responsible operations – onshore, offshore and on ADNOC's artificial islands off the Abu Dhabi coast. We excel in delivering eco-efficient well drilling and construction services, underscoring our commitment to championing sustainable practices in our industry.

Environment



Climate, Emissions and Energy



Environment

Social



Economic and Social Contribution



Health, Safety and Security



Workforce Diversity and Development

Governance



Business Sustainability

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Introduction

During the UAE's Year of Sustainability, we accelerated our sustainability efforts and achievements, reducing emissions, deploying new hybrid power land rigs, engaging our workforce, and achieving 100% HSE.

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At a Glance

ADNOC Drilling is a leader in start-to-finish wells drilling services.

ADNOC Drilling is one of the largest integrated drilling service companies by rig fleet size and is the sole provider of drilling and associated rig-related services to the ADNOC Group. Our expertise encompasses the entire spectrum of well drilling and completion, covering both conventional and unconventional reservoirs – on land, at sea and on ADNOC’s unique artificial islands off the Abu Dhabi coastline. Differentiated by the quality of our fleet, the dedication of our people and our capacity to offer a comprehensive range of integrated drilling services (IDS), we are well positioned for continued growth and expansion.

Our operations are organized into four operational segments:



Onshore

Our Onshore fleet consists of 84 land rigs, including four lease-to-own land rigs of varying specifications, including several high-capacity workover rigs. Our rigs drill a wide range of oil and gas wells and handle challenging drilling programs effectively and efficiently.

Total Wells Drilled

515



Offshore Jack-up

Our offshore fleet of 35 jack-up rigs outfitted with high-specification equipment and are capable of drilling wells to maximum depths ranging from 18,000 to 30,000 feet and in maximum water depths ranging from 110 to 350 feet.

Total Wells Drilled

71



Offshore Island

We own and operate a fleet of 10 island rigs, based on the Abu Dhabi coast. To enable drilling on artificial islands, we acquired state-of-the-art island rigs with integrated low-pressure hydraulic walking systems that allow our island rigs to move between well sites without the need to dismantle them.

Total Wells Drilled

27



Oilfield Services

Our Oilfield Services (OFS) division offers comprehensive market-leading drilling and well construction services that span the entire drilling value chain. OFS has facilitated record-breaking performance and efficiency levels and has helped to create savings in well time and cost, for both our Onshore and Offshore clients.

IDS Rigs

48





Our Aim

Our aim is to deliver even greater value to ADNOC Group, to our shareholders, partners, and customers by efficiently delivering wells that contribute to ADNOC Group's leading position as one of the largest and least carbon-intensive, lowest-cost oil producers in the world.



Our Purpose

To continue to build on our competitive position as a responsible and sustainable service provider, to relentlessly push for efficiency and operational excellence using advanced technologies, while maintaining a firm focus on safety, environment and empowering our people.

Our Strategic Areas



Our Vision

To become a leading integrated service company in the field of energy in the Middle Eastern region.



Our Mission

To sustainably maximize value to our key stakeholders through industry leading, safe, integrated and efficient drilling operations and oilfield services.

At a Glance continued

Sustainability Pillars



Climate, Emissions and Energy



Environment



Health, Safety and Security



Workforce Diversity and Development



Economic and Social Contribution



Business Sustainability

Our Values



Collaborative

We work in close collaboration with our partners and customers, leveraging collective strengths to deliver mutually beneficial results.



Efficient

We are a performance-driven company, dedicated to maximizing the value of energy resources for the benefit of our people, our communities, our partners and customers and our nation.



Progressive

We harness the UAE's spirit of innovation to ensure that our business remains at the forefront of the global energy industry.



Respectful

We encourage a culture of inclusivity and mutual respect, and always operate to the highest professional and ethical standards.



Responsible

We are committed to identifying ways that can make a difference to our community while maintaining an unwavering commitment to health, safety, and the environment in which we operate.



CEO's Message

In the UAE's Year of Sustainability, ADNOC Drilling further aligned our operations and activities with the needs of the ever-evolving energy landscape. I am delighted to present our third annual Sustainability Report, highlighting key developments that have shaped our year and position the Company for the future.

Our sustainability strategy stands firm on three pillars – reducing emissions per rig, per well, and exploring new opportunities using new energies and technology to further improve sustainability and future proof our business. Aligned with ADNOC's target to reduce greenhouse gas intensity by 25% by 2030 and achieving Net Zero by 2045, ADNOC Drilling has taken significant strides in 2023.

Underpinning our decarbonization strategy has been our drive to reduce emissions across our growing fleet. We purchased newbuild hybrid power land rigs, which will progressively enter the fleet from early 2024, reducing emissions by up to 15% per rig. We have also deployed battery energy storage solutions to further decarbonize our operations and introduced operational procedures to optimize energy consumption for each rig, including through the use of software solutions.

Our commitment to decarbonization extends beyond our rigs to our on-site facilities. In 2023 we connected two of our central camps to the grid and started using solar energy farms to support remote work sites and accommodation. At the same time, we are assessing solar power across our mobile camps.

2023 brought significant developments for ADNOC Drilling in the exploration of opportunities in new energy. In the first quarter we signed a Memorandum of Understanding with Masdar to explore possibilities in geothermal energy. We also contributed to carbon capture and storage initiatives delivering, on behalf of our client, the world's first fully sequestered carbon dioxide (CO₂) injection well, in a carbonate saline aquifer which will permanently store a minimum of 18,000 tons of CO₂ per year.

As we look to the future, it's clear that more efficient, sustainable drilling operations will come via innovation and technological advancement. In late 2023, we formed a joint venture with Alpha Dhabi to acquire technology-enabled companies in the oilfield services (OFS) and energy sector. This partnership aligns with our current OFS business and will help to further develop and scale-up new technologies and innovations, improving efficiency and sustainability.

While we continue to drive sustainability across the business, our focus on the safety of our diverse workforce and our operations is fundamental and we remain fully committed to our 100% HSE pledge. As the fleet grows, so too must our workforce. Recruiting from within the UAE and around the world we have added more than 2,000 new colleagues in 2023, supporting our local economy while developing a highly motivated and diverse mix of colleagues.

Safeguarding our operations and employees and building a people-centric culture is central to our success. We have worked hard to ensure that employees are engaged, empowered and are given the tools they need to thrive and today we can boast a retention rate of more than 98%.

For more than 50 years, ADNOC Drilling has played a central role in the success of the United Arab Emirates – delivering the many thousands of wells that have enabled the Nation's success. We will build on this privileged position as we demonstrate that safety, decarbonization, and growth can go hand-in-hand through innovation, cooperation, and a first-class, highly skilled team.

Abdulrahman Abdulla Al Seiri
CEO



About this Report

We are proud to present our third sustainability report that provides an overview of our sustainability performance in the year 2023 and outlines our commitments for the future.

Reporting Principles

This report has been prepared in-reference with the Global Reporting Initiative (GRI) Standards and Abu Dhabi Security Exchange (ADX) Environment, Social and Governance (ESG) Guidelines. The report is aligned with ADNOC's Sustainability Strategic Pillars 2030, United Nations – Sustainability Development Goals (SDGs), International Association of Drilling Contractors (IADC) ESG Guidelines and International Sustainability Standards Board (ISSB) framework. The following principles have been used to identify the contents of the document: stakeholder inclusiveness, sustainability context, materiality, and completeness.

Year

The report covers environmental, social, economic, and governance performance for the year 2023.

Boundary

The report is published annually and is approved by the Sustainability Steering Committee, Executive Management and Board of Directors. It is distributed at the Annual General Meeting (AGM) convened to share the information about

the Corporate Reports and developments. For sustainability performance data, the reporting perimeter includes all activities for which ADNOC Drilling has responsibility for setting standards and ensuring their implementation.

Terminology

The term Company refers to the ADNOC Drilling and the term ADNOC refers to ADNOC HQ in the report.

Assurance

We followed an internal assurance process on key sustainability performance indicators to ensure reliability of the information provided in the report 2023.

Contact Point

For any enquiries about this report and on our sustainability journey, please contact:

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Sustainability at ADNOC Drilling

ADNOC Drilling stands committed to maintaining the highest standards of sustainability, aligning seamlessly with both ADNOC Group's guidelines and various national and international frameworks. Through our continuous drive for improvement and adherence to best practices, we ensure sustainable and responsible resource management.

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Sustainability at ADNOC Drilling

1.0 Introduction

Our Commitment to Sustainable Progress

Sustainability remains the foundation of our strategic focus and successful operations, reflecting our deep-seated commitment to key areas that include energy efficiency, environmental stewardship, client service, and regional socio-economic growth.

Building upon the momentous milestone of establishing our Corporate ESG Statement last year, 2023 was a pivotal year for sustainability at ADNOC Drilling. Following a global best-practice, stakeholder-centered approach to building our strategy, we conducted a stakeholder engagement (internal and external) and peer review process to refresh our material issues this year. Our new materiality assessment is aligned with ADNOC's sustainability pillars, as well as newly adopted ISSB frameworks, along with reference to GRI standard, GRI 11 Oil & Gas standard, IADC ESG guidelines and ADX ESG Guidelines.

Accordingly, ADNOC Drilling's sustainability efforts now have renewed focus, prioritizing business ethics and transparency, ESG risks and opportunities, HSE, climate impacts, and diversity and inclusion – all crucial elements in our ongoing journey towards greater environmental and social responsibility.

Our well-defined and diligently executed approach to sustainability governance ensures meaningful development and integration of sustainability into our Company culture, values, and strategy.



At ADNOC Drilling, we are profoundly committed to ensuring the highest standards of sustainability, aligning with pride and precision to ADNOC Group's standards and other applicable national and international frameworks. This dedication is integral to safeguarding our business and addressing the diverse interests of all our key stakeholders.

By seeking to continuously improve and consistently uphold best practices, we ensure sustainable operations and responsible stewardship of resources, reflecting our dedication to long-term environmental, social, and economic sustainability in our operations."

Youssef Salem
Chief Financial Officer



Sustainability at ADNOC Drilling

1.0 Introduction continued

A Record-breaking Year

May

Acquisition of additional hybrid rigs

Adding hybrid powered rigs to our fleet is our most recent initiative that aims to reduce our environmental footprint and support ADNOC's goal to achieve Net Zero by 2045 as we continue to expand.

July

Completion of CO₂ injection well

ADNOC Drilling completed drilling for the first fully sequestered CO₂ injection well in a carbonate saline aquifer.

December

First rig to Jordan

ADNOC Drilling embarked on its international growth journey, providing integrated drilling services in Jordan, with economics in line with existing returns achieved in Abu Dhabi.



Our Sustainability Vision

To provide efficient, reliable, and responsible drilling solutions that create long-lasting, sustainable value for our people, society, and environment across our operations.

ADNOC Drilling Sustainability Strategy 2021-2030

Our strategic ambition is to achieve our sustainability goals through detailed action plans, strong governance, and a future-focused roadmap. We conduct our business operations based on the fundamental belief in the intrinsic connection between ESG performance and a sustainable, profitable operating model.

Key Strategic Commitments



Minimizing environmental impact in all operations



Committing to 100% HSE and fostering a diverse, people-centric culture



Upholding the highest standards of governance, ethics, and transparency

Sustainability at ADNOC Drilling

1.0 Introduction continued

Sustainability Governance

ADNOC Drilling's approach to sustainability is grounded in a sustainability governance setup, consisting of appropriate committee members, policies, and processes.

We revamped committee members in 2023, naming our CFO as Chairman and including other senior management members. Overall, strategic sustainability oversight sits with this Committee and updates are reported on a quarterly basis to the management and the Board. Moreover, our CFO is an active member of ADNOC's ESG Task force Committee.

Furthermore, the management of sustainability efforts is now anchored in the Finance – Treasury and ERM function, which is responsible for developing the sustainability strategy, tracking strategy execution and progress, supporting in CSR initiatives, and preparing the annual sustainability report and necessary communications.

Sustainability focus areas are placed with relevant subject matter experts across the Divisions. These divisional and functional owners are responsible for progressing their respective initiatives and reporting on risk and performance.



Sustainability at ADNOC Drilling

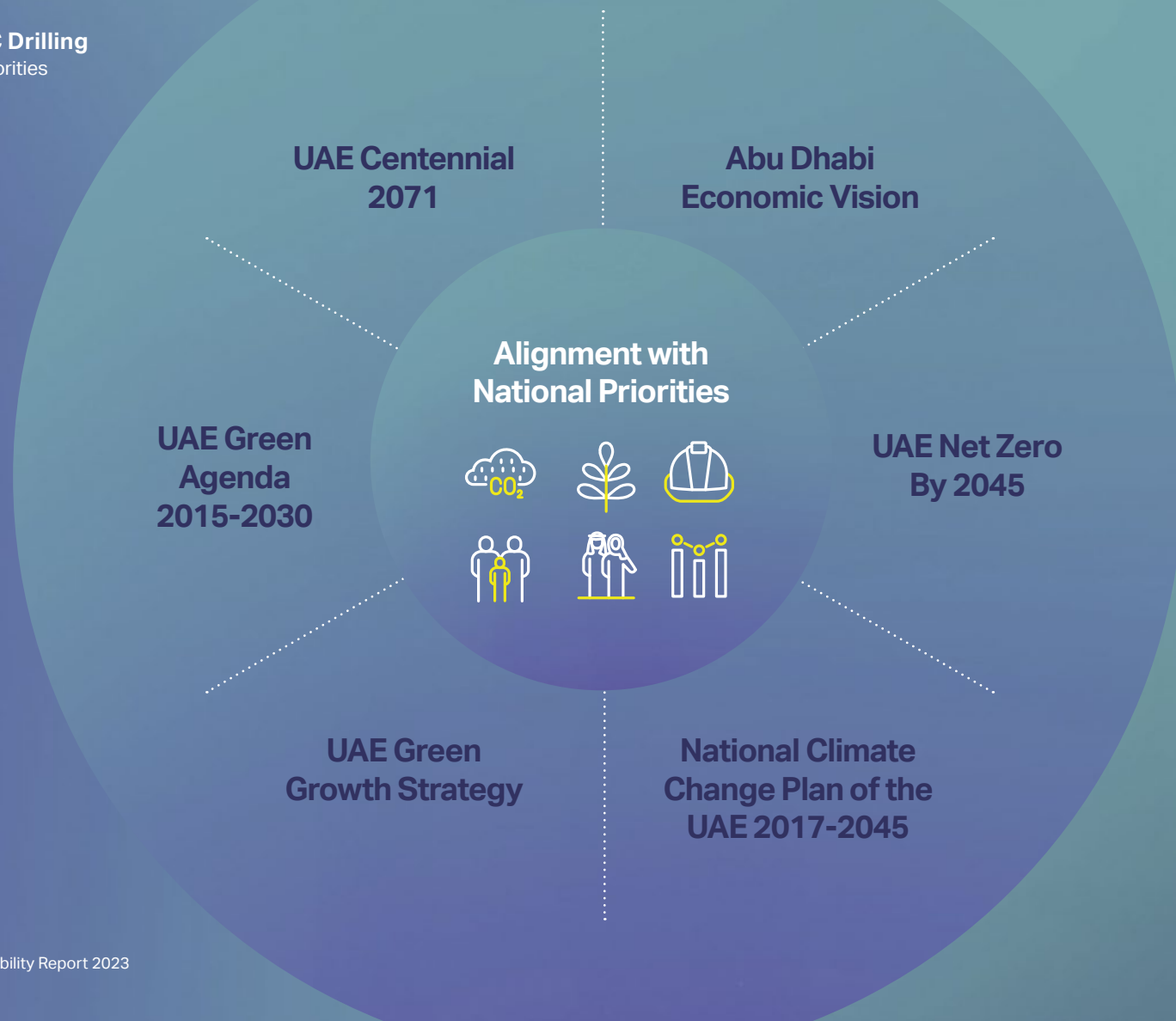
1.1 Supporting ADNOC Group's Sustainability Ambitions

ADNOC Drilling aligns our sustainability strategy with ADNOC Group-level sustainability pillars by committing to:

- **Creating Lasting Value:** Commitment to people, profitability, and sustainability.
- **HSE Standards:** Integration of top-tier practices.
- **Clean Energy Investment:** Commitment to investing in clean and new energy sources.
- **Energy Transition:** Significant steps toward cleaner energy today and investments for tomorrow.
- **Community Support:** Contributing positively to communities, enhancing sustainable economic development.
- **\$23 Billion Pledge:** Allocation of funds to drive lower-carbon solutions, new energies, and decarbonization technologies.
- **Carbon Intensity Reduction:** Targeting a 25% reduction by 2030.
- **Net Zero Ambition:** Enabling the goal of Net Zero emissions by 2045.



Sustainability at ADNOC Drilling
1.2 Alignment with National Priorities



Stakeholder Engagement

1.3 Stakeholder Engagement and Materiality Assessment

We have identified five main stakeholder groups who are vitally important to the success of the Company. We ensure we are continuously aligned through regular and ongoing communication throughout the year.

	 Shareholders	 Suppliers and Partners	 Customers	 Community	 Employees
How We Engage	Through IR, Senior Management and Board of Directors on calls, issuing press releases and earnings presentations, participating in conference and non-deal roadshows globally, and at scheduled meetings including the AGM.	Surveys, bids and tenders: discussion emails, meetings (virtual and physical) and contractor grievance mechanism system.	Website, social media, circulars, service call center and customer satisfaction survey.	Through events and initiatives during the year, partnerships with entities including the Ministry of Education.	Through line managers, Group-wide and team-wide internal communications, Hub, camps activity at meetings and key events or celebrations during the year.
Key Issues/Items Discussed	<ul style="list-style-type: none"> • Strategy • Financial and operational performance • Opportunities • Business status • Future outlook • Upcoming events and activities • Ad hoc events/activities • Feedback from investors 	<ul style="list-style-type: none"> • Key performance stories • Business development • Quarterly updates • Individual performance 	<ul style="list-style-type: none"> • Performance • Opportunities • Business status • Relationship building 	<ul style="list-style-type: none"> • Fulfilling a need or support for a given initiative • Partnership opportunities 	<ul style="list-style-type: none"> • Key performance stories • Business development • Quarterly updates • Individual performance
Actions to be Implemented	<ul style="list-style-type: none"> • Operational and strategic action taken depending on the discussion • Keeping shareholders well informed of present and upcoming business activities • Fostering transparency and openness in all communications 	<ul style="list-style-type: none"> • Operational and strategic action taken depending on the discussion • Providing an understanding of our business priorities and how they are best suited to deliver against our business needs 	<ul style="list-style-type: none"> • Operational and strategic action taken depending on the discussion • Providing an understanding of our joint key business imperatives • Ensuring customers are getting the best value 	<ul style="list-style-type: none"> • Provision of support or services when required • Assisting communities in times of need, where and when collaboration and support is most needed 	<ul style="list-style-type: none"> • Develop any areas discussed with employees • Enabling more CEO and Senior Management engagement through live and remote internal comms • Focusing on putting employees at the heart of the organization

Sustainability at ADNOC Drilling

1.3 Stakeholder Engagement and Materiality Assessment continued







Materiality Assessment

ADNOC Drilling's sustainability framework is built upon our material environmental, social, economic, and governance topics. We continue to engage in open, frank dialogue with our stakeholders to ensure we are focused on the right priorities.

In 2023, we refreshed our materiality assessment through engagement with investors and analysts, our workforce, suppliers and contractors, and ADNOC to help identify and prioritize material topics that create the most impact and are the most important for ADNOC Drilling and our stakeholders.

Our materiality assessment takes into consideration a range of best-practice global frameworks and benchmarks, including ISSB, IADC ESG Guidelines, and GRI 13 Oil & Gas sector-specific standards, along with GRI standard and ADX ESG Guidelines.

This enhanced approach allowed us to refine our focus and redefine our sustainability boundaries. Accordingly, we identified prioritized sustainability material topics for our business and stakeholders.

Sustainability Strategic Pillars	Sustainability Goals	Material Topics	UN SDGs
 Business Sustainability	<ul style="list-style-type: none"> Strengthen collaboration with our stakeholders Advance leadership programs 	<ul style="list-style-type: none"> Transparency, Accounting, and Reporting Board Oversight Sustainability Governance Business Ethics and Integrity Anti-Corruption and Anti-Competitive Behavior Digitization – Cyber Risks and Data Protection 	   
 Health, Safety, and Security	<ul style="list-style-type: none"> Achieve zero-harm every day Implement HSE and performance safety culture at 100% Improve security practices 	<ul style="list-style-type: none"> Occupational Health and Safety Business Continuity and Emergency Response Management Asset Integrity and Process Safety Management 	 
 Climate, Emissions, and Energy	<ul style="list-style-type: none"> Reduce GHG emission intensity Reduce energy intensity gradually every year Reduce non-GHG emissions Enhance use of alternative clean energies 	<ul style="list-style-type: none"> Climate Change Impact Greenhouse Gases and Air Emissions New Energy and Transition Opportunities 	 
 Environment	<ul style="list-style-type: none"> Minimize impacts through best-in-class EMS Achieve zero spill incidents Conduct 360-degree review of our water recycling and waste management practices 	<ul style="list-style-type: none"> Marine Land and Environment Water and Effluents Management Waste – Recycling and Circular Economy 	   
 Workforce Diversity and Development	<ul style="list-style-type: none"> Empower women employees in leadership and technical roles Enhance the capabilities of our people Improve Emiratization rate 	<ul style="list-style-type: none"> Employment Practices Diversity, Equity, and Inclusion Nationalization Learning and Development 	  
 Economic and Social Contribution	<ul style="list-style-type: none"> Improve In-Country Value (ICV) score across our entire value chain Engage more with local community Improve economic value generated and distributed 	<ul style="list-style-type: none"> Economic Performance Procurement Practices Community Engagement 	   

Business Sustainability

ADNOC Drilling is committed to long-term shareholder value and business sustainability, emphasizing strong sustainability governance, transparency, and ethical practices. Integral to our approach is the adoption of digitalization, enhancing efficiency and supporting our sustainable and ethical business model.



5 GENDER EQUALITY



7 AFFORDABLE AND CLEAN ENERGY



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS

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Business Sustainability

2.1 Board Oversight

The Board of ADNOC Drilling is wholly committed to the sustainability of our organization, the wellbeing of our employees and the welfare of our community. We are transparent in our policies and accountable in our practices to deliver the highest environmental, social and governance standards.

Percentage of Independent Board members (outside)

100%

Percentage of Board seats occupied by female

14%

Percentage of Board seats occupied by male

86%

The ADNOC Drilling Board is composed of seven independent non-executive directors and is responsible for ADNOC Drilling's strategic direction, oversight and Corporate Governance. The Board is the principal decision-making body for all matters that are significant to ADNOC Drilling, whether in terms of their strategic, financial or reputational implications. It supervises the interests of stakeholders, the creation of a culture aimed at long-term value creation, responsible and sustainable operations, and the effectiveness of the Company's risk management and internal control systems.

Board Diversity

All members of the Board of Directors, including the Chairperson, are UAE nationals. In keeping with our commitment to gender diversity, we are open to any opportunity to include more female representation on our Board. To this end, where vacancies arise, we will actively seek female representation while considering all qualified candidates, regardless of gender. Currently, we have one female member on the Board of Directors and the Board Executive Committee and two female members on the Nomination and Remuneration Committee.

Board Performance

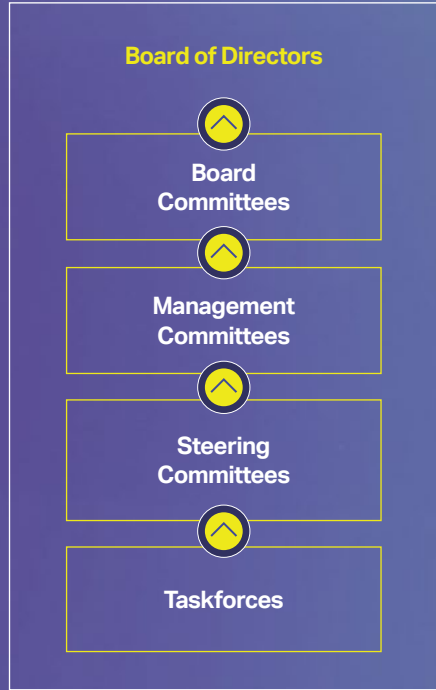
The UAE Securities and Commodities Authority's Board of Directors' Decision No. (3/R.M.) of 2020 Concerning the Approval of Joint Stock Companies Governance Guide requires the Board to conduct an annual evaluation of its performance and the performance of its sub-committees, members and Executive Management to determine ways to strengthen its effectiveness. The evaluation process supports the constructive improvement of the directors', sub-committees' and Executive Management's overall performance and effectiveness, to maximize their strengths and take corrective actions where necessary.

Gender Equality

The Board of Directors approved the ADNOC Drilling Gender Diversity Standard in 2022 that defines its commitment to being an equal opportunities employer, to ensure fairness and equality in our dealings and interactions, and to drive gender diversity throughout all levels of the organization. We continue to encourage more females in all roles to become part of the ADNOC Drilling family.

Corporate Governance Overview

The Company has established several Management and Steering Committees that focus on specific functional topics, including operational, sustainability and gender diversity related matters.



Further information can be found in ADNOC Drilling's Governance section of the Annual Report 2023.

Business Sustainability

2.2 Anti-Bribery, Anti-Corruption and Ethical Behavior

Our guiding principles are that we conduct our business lawfully, with integrity, transparency, and accountability. Therefore, we expect our partners, employees, and representatives to adhere to similar standards. We have a zero-tolerance approach toward fraud, bribery, or any other forms of corruption.

Percentage of ADNOC Drilling employees
completed Code of Conduct e-learning course

100%

In order to support our workforce in understanding and complying with our standards and policies, we conduct numerous compliance awareness sessions throughout the year on various topics. We are proud to report that 100% of ADNOC Drilling employees completed our Code of Conduct e-learning course. This includes topics such as conflicts of interests, information confidentiality, integrity due diligence, gifts and entertainment and sanctions.

We are champions of accountability, transparency and integrity in the workplace, qualities reflected by our fourth consecutive year of zero incidents of any forms of corruption and zero legal actions regarding anti-competitive behavior or violations.

In 2023, we again achieved a 100% completion rate of employees declaring compliance with ADNOC Drilling policies, which includes topics on whistleblowing, gifts and entertainment and sanctions, an initiative introduced in 2022.

We require that anyone who does or seeks to do business of any kind with ADNOC Drilling abides by our Supplier and Partner Code of Ethics.

Further information can be found in ADNOC Drilling's Governance section of the Annual Report 2023.



Business Sustainability

2.3 Enterprise Risk Management (ERM)

Enterprise Risk Management (ERM) Objectives

Managing risks proactively is a key objective for any company in order to meet its strategic objectives and deliver value to clients and Stakeholders. ADNOC Drilling has implemented an enterprise risk management framework that supports the business in the identification of Risks and Controls, their assessment, measurement, mitigation, and their reporting on a periodic basis.

Our Enterprise Risk Management (ERM) function enables the achievement of the Company's strategic objectives ADNOC Drilling stands committed to maintaining the highest standards of sustainability, aligning seamlessly with both ADNOC Group's guidelines and various national and international frameworks. Through our continuous drive for improvement and adherence to best practices, we ensure sustainable and responsible resource management.

The ERM Framework at ADNOC Drilling has been well aligned with the requirements of globally accepted ERM best practices described in the ISO 31000, and COSO Enterprise Risk Management Integrated Framework. It follows the three Lines of Defense Model of risk management to ensure a holistic and collaborative approach across all levels of the Company.

This ERM system:

- a. facilitates risk informed strategic planning to achieve business objectives and identify potential business opportunities;
- b. supports the Company in identifying and managing key strategic, functional, investment and project risks (including the use of an objective driven process);
- c. assesses the identified risks and the potential impact of such risks on the Company and its key objectives;
- d. enhances corporate performance as processes become more risk aware and control focused; and
- e. strengthens ADNOC Drilling's resilience to market disruption and evolving business practices.

Risk Governance

ADNOC Drilling has defined an appropriate governance model, which consists of an ERM Steering Committee made up of representatives from Top Management, as well as an ERM Working Group which drives ERM operational activities. The Company's Senior Management oversees the implementation of the ERM Framework at ADNOC Drilling. It also advises and guides the ERM Department in integrating ERM with other key business decision making processes and assurance providing functions. The top risks identified and approved through these forums are presented to the Audit Committees and the Board of Directors on a quarterly basis. Quarterly reporting of the Corporate Risks is also made to the Group

ERM Division/Upstream Directorate in the ADNOC Group.

Emerging Risks:

Emerging risks are also periodically identified through discussions with the Business and Senior Management. Emerging risks are defined as a systemic issue or business practice that has either not previously been identified, has been identified but dormant for an extended period of time or has yet to arise to an area of significant concern. There is typically a high degree of uncertainty around the likelihood of occurrence, severity and/or timescales.

Emerging risks are identified and/or monitored through internal debate by management and the Resilience Committee, as well as discussions with key stakeholders, industry-specific journals, and reviews of reporting published by peer companies.

Risk Management Highlights

- Periodical Risk Assessment for major projects.
- Assist the team with risk identification and mitigation.
- Support and assist in roll out technology for enhancing ERM maturity across the entity.

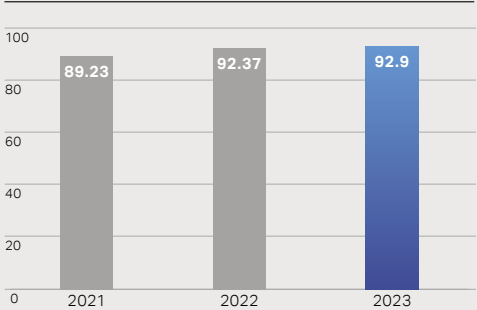


Business Sustainability

2.4 Digitization – Cyber Risks and Data Protection

ADNOC Drilling does not compromise in ensuring that the privacy and rights of our customers and stakeholders are kept safe and secure at all times. We fully leverage our expertise, technologies and resources across all operations to proactively and continually enhance cybersecurity and data protection.

Digital Customer Satisfaction Survey Results (5)



Cybersecurity

Our concerted focus on all areas of cybersecurity is designed to minimize cyber risks to the business and ensure customer privacy and confidentiality, which remain a core priority in our operations.

Compliance with standards supports us in adhering to and consistently maintaining best practices in cybersecurity. We follow ADNOC’s Cybersecurity Management System Standard and UAE Information Assurance Standard, as well as being certified on ISO 27001 for Information Security. We are committed to digital asset protection for effective information management and risk programs, as outlined in the Group IT Policy Statement.

To ensure the highest standards of competency and awareness, all of our new employees undergo mandatory training on Information Security induction. We also continually elevate cybersecurity awareness by carrying out comprehensive training for executives, employees, and third parties covering key security topics including:

- Information Security and Classification
- Fraudulent Emails
- Mobile Security
- Password Security
- Best Practices for Working Remotely
- Social Media Security

In addition, we carry out frequent evaluations to identify gaps and ensure compliance, including regular security measure updates and reviews of IT fraud risks and controls.

Digital

Our Digital Division is responsible for developing, maintaining and implementing IT applications, IT infrastructure, IT services, and IT planning and Governance.

We conducted annual Digital customer satisfaction surveys for the past three years, with a target of 80% satisfaction. The target was exceeded every year and showed a strong positive trend, reaching 92.9% in 2023.

Satisfaction survey target

80%

Satisfaction survey achieved

92.9%

Data Privacy

We have developed and implemented a wide range of processes, systems and technologies to ensure the security, confidentiality and privacy of sensitive information and data. For advanced cybersecurity, we utilize state-of-the-art technologies and tools for data protection, while maintaining Zero Trust Network Access, an adopted architecture that limits access to sensitive data to legitimate users only.

We employ system redundancy to ensure high availability and maintain secure data backups to avoid loss of data. We also have a disaster recovery data center, along with associated processes and procedures, to mitigate catastrophic events. We conduct regular validation drills to ensure the effectiveness of these safeguards.

Health, Safety and Security

ADNOC Drilling is deeply dedicated to maintaining the highest standards of health and safety every day, creating a secure and sustainable working environment. Our holistic approach is fully integrated across our operations and footprint to maintain the highest safety standards for our people and visitors.

3

GOOD HEALTH
AND WELL-BEING



8

DECENT WORK AND
ECONOMIC GROWTH



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Health, Safety and Security

3.1 Occupational Health and Safety

At ADNOC Drilling, the wellbeing and protection of our workforce stands as our foremost concern and is crucial for our continued prosperity. Our unwavering dedication is focused on upholding the highest Health, Safety, and Environment (HSE) standards, while placing the utmost importance on the safety of our team, the communities we operate in, the environment, and our assets. Through ongoing vigilance, evaluation, and enhancement of our practices, alongside consistent training and technological advancements, our goal is to carry out our operations in the safest and most sustainable manner possible.

HSE Governance

ADNOC Drilling's emphasis on ensuring the health and safety of our people is reflected in our comprehensive governance and management strategies. At the forefront of these efforts are our dedicated management who oversees health and safety risk management. Further, the management has a proactive approach in identifying risk and mitigating it, playing a critical role in maintaining the high safety standards.

Central to our health and safety governance is the strict adherence to ADNOC's unified HSE Policy. This policy, which aligns with the latest global standards, is regularly reviewed and updated to ensure it remains effective and relevant. The oversight of this policy is conducted at the highest level, with our Board actively involved, highlighting its importance within our organizational framework.

In addition to policy management, we have launched ADNOC's unified HSE Recognition and Accountability Framework. This initiative is key to enhancing our safety management practices. It outlines a clear structure for recognizing outstanding safety practices and ensures accountability at all organizational levels. The framework serves as a guideline for

our operations, reinforcing our commitment to creating and maintaining a safe working environment.

Our goal is to achieve an incident-free organization, a target that drives our continuous efforts in safety. We are committed to identifying potential hazards, implementing preventive measures, and fostering a culture of safety. This commitment involves engaging our personnel at all levels, increasing their awareness of risks and hazards through regular training, workshops, and safety drills.

We place a strong emphasis on individual ownership and responsibility. We encourage all employees to adhere strictly to health and safety guidelines, fostering a sense of collective responsibility. This approach is vital in maintaining a safe and secure working environment and is a key component of our overarching strategy to ensure the health and safety of everyone involved in our operations.

HSE Management System

Our HSE Management System (HSEMS), implemented across all facilities and operations, covers HSE principles and objectives, continuously monitoring our performance in order to improve our necessary safeguards. The system provides a framework for setting objectives, expectations, legal and industry requirements, and establishes effective methods to eliminate hazards and reduce risks. The HSEMS is comprised of 79 HSE Standards, including HSE Governance, Occupational Health, Environment, Operational Safety, Risk Management, Crisis Management, and Emergency Response.



Health, Safety and Security

3.1 Occupational Health and Safety continued

In 2023, we continued to reinforce our commitment to the highest standards of HSE. We achieved recertification audits for International Organization for Standardization (ISO) and scored 97% in the e-Work Management System (WMS), among the highest of all Group companies, and conducted 70 e-WMS awareness sessions.

- ISO 14001:2015 – Environmental Management System
- ISO 45001:2018 – Occupational Health and Safety Management System

We also initiated the Supply Chain Management Resilience Survey with ADNOC Drilling Critical Suppliers and implemented drilling data analysis and learning.

In 2023, we initiated a learning pack module using CCTV footage from rigs to enhance drilling activities. The key focus was to analyze this footage for identifying best and wrong practices, and to develop learning packs for sharing valuable lessons. We collected essential video inputs from rigs, created regular learning packs, and distributed these across our fleet. This initiative successfully engaged the workforce in reducing incidents. Looking ahead, our plan is to further develop and distribute learning packs based on Drilling Data Analysis (DDA), utilizing

real-time CCTV monitoring and recorded footage from drilling rigs.

In addition, we conducted quarterly leadership site visits with a specific focus on Asset Integrity Process Safety along with 78 high profile management field visits, in line with the 2023 annual HSE plan. This represents 100% target achieved for high profile visits and an overall 20% increase in leadership visits for the year.

High profile management field visits

78



Drops Survey

The aim of Drops is the prevention of dropped-object-related incidents by acting as a focus for dropped object prevention best practices and their proliferation throughout our operations and management.

ADNOC Drilling is committed to preventing potential dropped objects by conducting regular surveys and rectification works, in accordance with the best practices. This year, we improved our record of dropped objects, resulting in enhanced safety norms as well as cost reduction by reducing the implications of injuries or property damage from falling objects.

Drops Quality: Land, Offshore (Jack-up) and Offshore (Island)

100%

Incident Investigation

In 2023, ADNOC Drilling achieved a significant milestone in our operations by completing the year with zero fatalities and zero catastrophic events.

Throughout the year, there were 24 recordable incidents, of which five were low severity Lost Time Injuries (LTIs). Each of these incidents underwent comprehensive investigation and root cause analysis.

To prevent future occurrences, Safety Flashes and Learnings from Incidents (LFIs) were disseminated across all rigs and facilities, complemented by awareness sessions. HSE also established a Triage Committee to analyze Learning From Incidents (LFIs), to cascade the LFIs cases and close mandatory actions as required.

At ADNOC Drilling, safety is fundamental to our business ethos, with the wellbeing of our people always being our foremost concern.

Health, Safety and Security

3.1 Occupational Health and Safety continued

No Harm to People

In order to do everything possible to eliminate fatalities across our operations, ADNOC Drilling works diligently to maximize leadership visibility across all aspects of HSE. We actively engage with all crews to promote and raise awareness about our safety standards and approaches.

We have introduced five robust protocols that drive operational compliance, while also new leading indicators (such as Asset Integrity and Process Safety (AIPS), Work Management System (WMS), In Vehicle Monitoring System (IVMS), Occupational Health Assurance and Fire Fighting Assurance). We continue to improve by raising awareness across the Company and enhancing standards based on lessons learnt.

HSE Academics

ADNOC Drilling's HSE Academics is a training program designed to enhance HSE compliance. The process involved developing comprehensive learning packs and successfully delivering training over 700 Drillers and Civil Equipment Operators of the Rig Move Team. The future plan for HSE Academics is to continue this educational initiative, extending training to Assistant Drillers and Civil Equipment operators on rigs, reinforcing the Company's commitment to safety and operational excellence.

Rig move safety

Our focus on rig move safety has been driven by a commitment to elevate safety during Rig Move Operations. Key steps included deploying lifting specialists to oversee operations and revising the Rig Move Manual to cover the entire scope of operations. Additionally, a Rig Move Hazard Identification Album was developed and issued. These measures have resulted in no recordable injuries during rig move operations this year, and a significant reduction in property damage occurrences. Going forward, the plan is to continue deploying lifting specialists and ensure the effective implementation of the rig move manual.

HSE Coaching Program

Our HSE Coaching Program focused on accelerating HSE culture advancement, utilizing the expertise of external coaches to engage and educate the workforce actively. The program successfully trained over 14,000 personnel across the fleet, completing Phase I. Looking ahead to 2024, the completion of Phase II of the HSE Coaching Program is scheduled, continuing the commitment to advancing safety culture and practices within the organization.

HSE Culture Transformation

As HSE in our industry continually evolves, we must invest in forward-looking innovations. Our HSE Culture Transformation Program is designed to significantly reduce incidents, including five underlying core elements to achieve the desired change in the hearts, minds and skills of the workforce.

ADNOC Drilling implemented the HSE Culture Transformation Program across the Company.



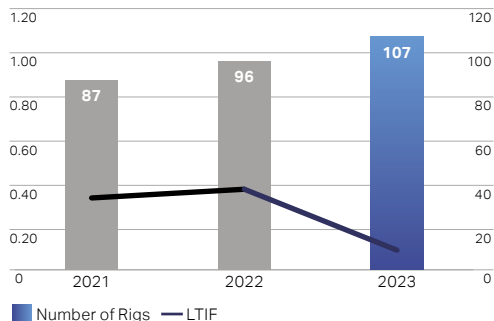
Health, Safety and Security

3.1 Occupational Health and Safety continued

LTIF/Number of Rigs

Posting a strong performance during 2023, we decreased our LTIF rate to 0.09, exceeding the target rate of 0.22, despite a rise in the number of rigs from 96 to 107 and rise in number of man hours.

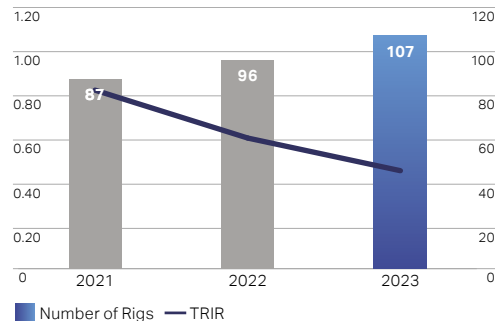
LTIF/Number of Rigs



TRIR/Number of Rigs

Similarly, our TRIR also dropped by 25%, from 0.60 the previous year to 0.44 in 2023, surpassing the 0.7 target once again, despite the greater scale and complexity of operating 107 rigs this year and rise in number of man hours.

TRIR/Number of Rigs



Total man hours (Direct Hires) 30,962,442 and total man hours (Contractors) 23,360,068.

2023 HSE Campaigns

- Behavioral-based Safety
- Line of Fire
- Beat the Heat
- Situational Awareness
- Safe Mechanical Lifting
- Hand and Finger Safety
- Road Safety
- Effective Management System
- Sustainability Awareness
- Leadership

Process Safety Fundamentals



1. We respect hazards



2. We apply procedures



3. We sustain barriers



4. We stay within operating limits



5. We maintain safe isolation



6. We walk the line



7. We control ignition resources



8. We recognize change



9. We stop if the unexpected occurs



10. We watch for weak signals

Life-saving Rules

✓ Work Authorization

Work with a valid permit when required

✓ Bypassing Safety Controls

Obtain authorization before overriding or disabling safety controls

✓ Toxic Gas

Follow rules for working in toxic gas environments

✓ Confined Space

Obtain authorization before entering a confined space

✓ Working at Height

Protect yourself against a fall when working at height

✓ Driving

Follow safe driving rules

✓ Energy Isolation

Verify isolation and zero energy before work begins

✓ Safe Mechanical Lifting

Plan lifting operations and control the area

✓ Line of Fire

Keep yourself and others out of the line of fire

✓ Hot Work

Control flammables and ignition sources

Health, Safety and Security

3.1 Occupational Health and Safety continued

ADNOC Safety Day

On August 15, 2023, ADNOC Drilling marked the celebration of ADNOC Safety Day, a key event in our annual calendar. This year's theme, **"FALCON STATE OF MIND"**, underscored the importance of being vigilant, proactive, alert, focused, and prepared. The event was a significant part of ADNOC Drilling's ongoing efforts to enhance our HSE culture.

To further deepen the understanding of HSE behaviors, a CEO Town Hall meeting was held on August 17, following the ADNOC Safety Day. This session provided an opportunity for an in-depth discussion and reflection on HSE practices and principles.

Leadership engagement was a notable aspect of the event, with high-level leaders actively participating and emphasizing the importance of safety. The Safety Day saw widespread participation across various locations, including Habshan, Madinat Zayed, Asab, Bu Hasa, Tarif Central Camps, and all Onshore and Offshore rigs. This broad engagement underlined the Company-wide commitment to safety and the collective effort to maintain and improve safety standards.



Safety in Numbers

As a regional HSE leader in our sector, ADNOC Drilling's commitment to compliance and our innovative strategies in health and safety have established a benchmark in managing and preventing well control incidents.

Rigs and facilities completed full year of operations without lost time injury

101

Rigs and facilities completed full year of operations without any hurt to any staff

75

External safety audits (by third-party)
(includes Rig Moves, Drops, HSE cases, Noise FERA and HAZID)

64

Road safety workshops conducted

Rig HSE Inspection Target for 2023

26

85%

HSE Inspection target – Land rigs

HSE Inspection target – Offshore Jack-up rigs

90%

90%

HSE Inspection target – Offshore island rigs

HSE Inspection target – Facilities

96%

86%

Health, Safety and Security

3.1 Occupational Health and Safety continued

Occupational Health

At ADNOC Drilling, we prioritize the occupational health of our employees, ensuring their wellbeing through extensive health coverage and regular medical examinations. Our dedication to the long-term health of our team is evident in our robust health screening and surveillance systems, reflecting our deep commitment to maintaining a healthy workforce.

Health Benefits for Employees

ADNOC Drilling ensures the provision of comprehensive health insurance for our employees, contractors, and sub-contractors is available. We mandate medical examinations for new hires and conduct regular health assessments in line with ADNOC Medical Fitness Guidelines. Follow-up procedures are in place to take necessary actions based on medical check-up results. In 2023, we initiated comprehensive systems of health screening and surveillance.

Occupational Health Risk Assessment (OHRA)

By completing Phase 1 of the Qualitative and Quantitative OHRA, ADNOC Drilling strengthened our evidence-based decision-making process. This allowed for the implementation of control barriers to eliminate and reduce employees' exposure to occupational health hazards to

the lowest level that is reasonably practicable, through on-site risk assessments and stakeholder engagement.

ADNOC Drilling also initiated Health Surveillance for High-risk Similarly Exposed Groups (SEG) to identify risky groups. Our quantitative health surveillance programs, which are in line with international standards, allow us to detect any potential health consequences resulting from over-exposure to occupational health hazards, thereby adhering to best-in-class standards.

Outstanding Performance in the 'Beat-the-Heat' Campaign

In 2023, considerable advancements were made in the monitoring and execution of the annual 'Beat-the-Heat' campaign, through the digitalization Heat Stress Site Assessments. The implementation of the digitalization program enhanced the efficiency of monitoring heat stress levels on-site, leading to quicker response times and the establishment of control measures to safeguard workers from heat stress hazards. We achieved zero heat stress illnesses for 2023.

Focus on Mental Health and Fatigue

ADNOC Drilling has placed a strong emphasis on the mental health and fatigue of our employees. To address any concerns, we

conducted several first aid mental health awareness sessions, in collaboration with a Clinical Psychologist.

Additionally, we facilitated the ADNOC Fatigue Survey Assessment to better understand and address the issue of fatigue among our workforce. We plan to implement learnings based on this survey in the future.

Occupational Health Application

We introduced our dedicated Occupational Health application, providing a digital solution that enhances communication on occupational health and industrial hygiene updates. It also has a centralized master list that monitors the periodic medical assessment records of third party contractors, and ensures their compliance with the periodic medical assessment requirements.

Raising Heart Disease Awareness

To educate and promote the wellbeing of our employees and stakeholders, ADNOC Drilling organized a heart disease awareness session that featured a respected cardiologist from the UAE. The session aimed to educate participants on how to maintain a healthy heart, prevent and recognize heart diseases, and adopt healthy lifestyle habits.



2024 OUTLOOK

For 2024, ADNOC Drilling is set to further advance our commitment to occupational health and safety with the introduction of several significant initiatives.

A notable step is the initiation of Phase 2 of the Occupational Health Risk Assessment (OHRA), encompassing a comprehensive five-year plan for monitoring exposure to hazardous chemical agents. Alongside this, we are poised to roll out Phase 2 of our Health Surveillance program, specifically targeting hazardous chemical agents.

Moreover, ADNOC Drilling aims to upgrade our welfare management systems, focusing on the digitalization and automation of various processes, to streamline and enhance efficiency in this critical area.

Health, Safety and Security

3.2 Business Continuity and Emergency Response Management

ADNOC Drilling has established and executed a comprehensive Business Continuity Management System, displaying our profound and systematic focus to sustainability, uninterrupted business operations, and organizational resilience. This system is continually enhanced, building on successes year after year to ensure ongoing effectiveness and adaptability.

Business Continuity

Our Risk Management Commitment

We take a proactive approach to identifying and managing risks, emergencies, crises, and disruptions, which includes:

- **BCM Initiation:** Full-scale Business Continuity Management (BCM) activities were introduced in 2019.
- **Essential Function Continuity:** Capability to maintain critical functions during emergencies, crises or disasters.
- **Annual Life Cycles:** Four complete BCM cycles per year, as per NCEMA and ISO 22302:2019 standards.
- **ADNOC Drilling Resilience Committee (ADRC):** Established in 2020, chaired by the CEO, for direct BCM oversight.
- **ISO 22301:2019 Certification:** First regional integrated drilling company to achieve this Business Continuity Management Systems certification.
- **Business Impact Analysis:** Ongoing updates to assess and refine business continuity strategies.
- **Mitigation Strategy:** Implementation of robust mitigation, response and recovery strategies.
- **Continuous Review:** Systematic evaluation by the Resilience Committee to ensure preparedness for adverse events.

Emergency Response and Crisis Management

Crisis Management Essentials

We ensure a clear definition of emergency response and crisis management roles, responsibilities and requirements throughout the Company and at every stage, from crisis prevention and assessment to management and recovery. This includes:

- **Preparedness Priority:** Emphasizing readiness for any crisis and ensuring a swift response.
- **Communication Clarity:** Maintaining transparent reporting and communication lines during crises.
- **Established Systems:** Ensuring defined procedures for emergency response and crisis management.
- **Alignment with Standards:** Conducting exercises and drills in accordance with our clients' practices and ADNOC's crisis management procedures.

2023 Highlights and Achievements

In 2023, ADNOC Drilling took significant steps to enhance its emergency response and crisis management capabilities. We conducted large-scale exercises involving Tactical Response Teams, ADNOC Drilling Emergency Support Teams and Crisis Management Teams across multiple areas in collaboration with clients.

Our Crisis Management Plan was thoroughly reviewed and updated to align with the latest ADNOC standard for emergency response and crisis management, which was complemented by the implementation of an advanced technology crisis management automated system, marking a significant leap in our preparedness strategy.

To improve the efficiency and speed of our response, we developed simplified emergency response guidelines specifically aimed at enhancing the intervention timing of Tactical Response Teams during emergencies. Additionally, the Emergency Support Center was upgraded, reinforcing our commitment to robust and effective crisis management.

Health, Safety and Security

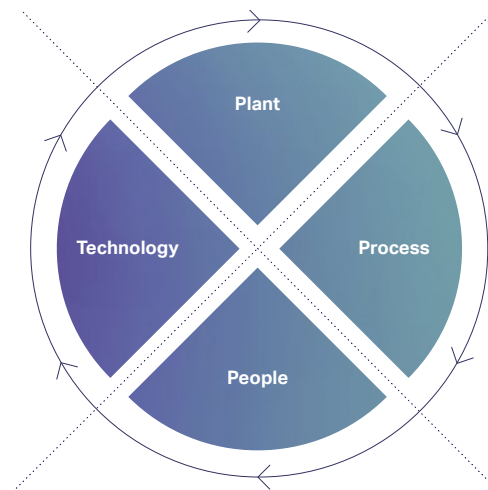
3.3 Asset Integrity and Process Safety Management

ADNOC Drilling strictly follows all applicable UAE legislation, ADNOC guidelines, industry best practices and established policies to ensure the proper management and integrity of all our assets. Through this comprehensive approach, we continuously seek to reduce downtime and mitigate risks in order to maintain and improve our operational, safety and environmental performance.

Asset Integrity Incidents achieved against the set target of 0.09

0.02

Our Asset Integrity Process



Technical Integrity Verification (TIV)

97%

Achieved 97% (168 rigs audited) for Rig Integrity Audit Plan compliance to 2023

Our Asset Management approach is to maintain the functionality of Health Safety Environment Critical Equipment and Systems (HSECES) throughout the lifecycle of our assets.

Our Asset Integrity Management Systems (AIMS) ensure that our assets run effectively and accurately with the relevant resources in place to assure the performance of the asset's life cycle, while protecting the wellbeing of all personnel and equipment.

We also maintain comprehensive Asset Integrity Management policies, which are faithfully applied throughout design, construction, operations, maintenance and abandonment of all our assets.

Certifications

We pursue and maintain key certifications to ensure adherence to the highest possible standards of asset integrity and management.

- Certified in API Q1 Certification for BAO Workshop
- Certified in ISO 55001:2014 Asset Integrity Management System
- Certified in ISO 9001:2015 Quality Management System



2024 OUTLOOK

In 2024, ADNOC Drilling is set to embrace a range of innovative advancements. We plan to complete the Robotic Process Automation of our remaining Integrity System, ensuring more efficient and reliable operations.

Advanced NDT (Non-Destructive Testing) techniques will be a point of emphasis as well, in order to enhance our inspection capabilities. We also plan to introduce environmentally friendly surface preparation methods for painting, reflecting our commitment to sustainability.

A significant shift in our approach involves a Process Safety Transformation, which is designed to elevate our safety standards. Additionally, we plan to create crane passports tailored to specific client requirements, ensuring compliance and customization in our service offerings.

Health, Safety and Security

3.3 Asset Integrity and Process Safety Management continued



CASE STUDY: Safety and Security in Action

Automation of Integrity Systems

Key drivers:

- Adhering to legal and regulatory requirements in all operations.
- Maintaining the highest level of equipment integrity for operational excellence.
- Ensuring compliance with established safety and integrity standards.

Steps taken:

- Identification of essential equipment requiring certification.
- Collaboration with the Digital Team and other relevant Divisions for cohesive action.
- Creation of a digital system for streamlined processes.

Key achievements:

- Achieved consistent reliability in equipment performance.
- Ensured equipment operates at rated capacity throughout its lifespan, in line with Standard Operating Procedures.
- Minimized instances of equipment failure and operational downtime.

Future plans:

- Plans to incorporate more advanced systems for smarter verification processes.



Health, Safety and Security

3.3 Asset Integrity and Process Safety Management continued



CASE STUDY: Safety and Security in Action

Digital Distance Implementation (Rig Eye)

At ADNOC Drilling, our Digital Distance Implementation initiative, Rig Eye, is a testament to our commitment to integrating sustainable practices with technological advancements. We are focused on harnessing AR and VR technology to enhance our operational effectiveness, a crucial driver in our journey towards digital transformation.

Our steps have included exploring new technologies for distance inspection and ensuring the widespread distribution of this technology, along with comprehensive user training. This approach has enabled us to significantly lower expenses associated with

travel and lodging, and we have achieved real-time access to technical expertise remotely. This facilitates an immediate, remote connection to technical knowledge, leading to faster response times and accelerating our operational responsiveness and decision-making processes.

Looking ahead, our future plans are centered around the full utilization of this technology by end-users. We aim for complete and effective adoption of the technology by all intended users, ensuring that the benefits of Rig Eye are maximized across our operations.



Health, Safety and Security

3.4 Security Practices

ADNOC Drilling's General Services Division plays a crucial role in aligning with ADNOC's requirements, focusing on comprehensive security and support services. This includes meticulous implementation of ADNOC's security procedures at various sites, ensuring the safety and security of all employees and contractors.

The Division manages visitor access smoothly, conducts detailed scanning at entry and exit points, and maintains accurate records of all visitors, contractors, and scanned items. It also oversees the temporary entry and work permit system, ensuring that ADNOC HSE protocols are rigorously followed by both in-house and outsourced contractors.

In addition to these responsibilities, the Division is instrumental in providing assistance during emergency situations and maintaining 24/7 responsiveness to address all employee queries, thus facilitating smooth and efficient operations within the organization.



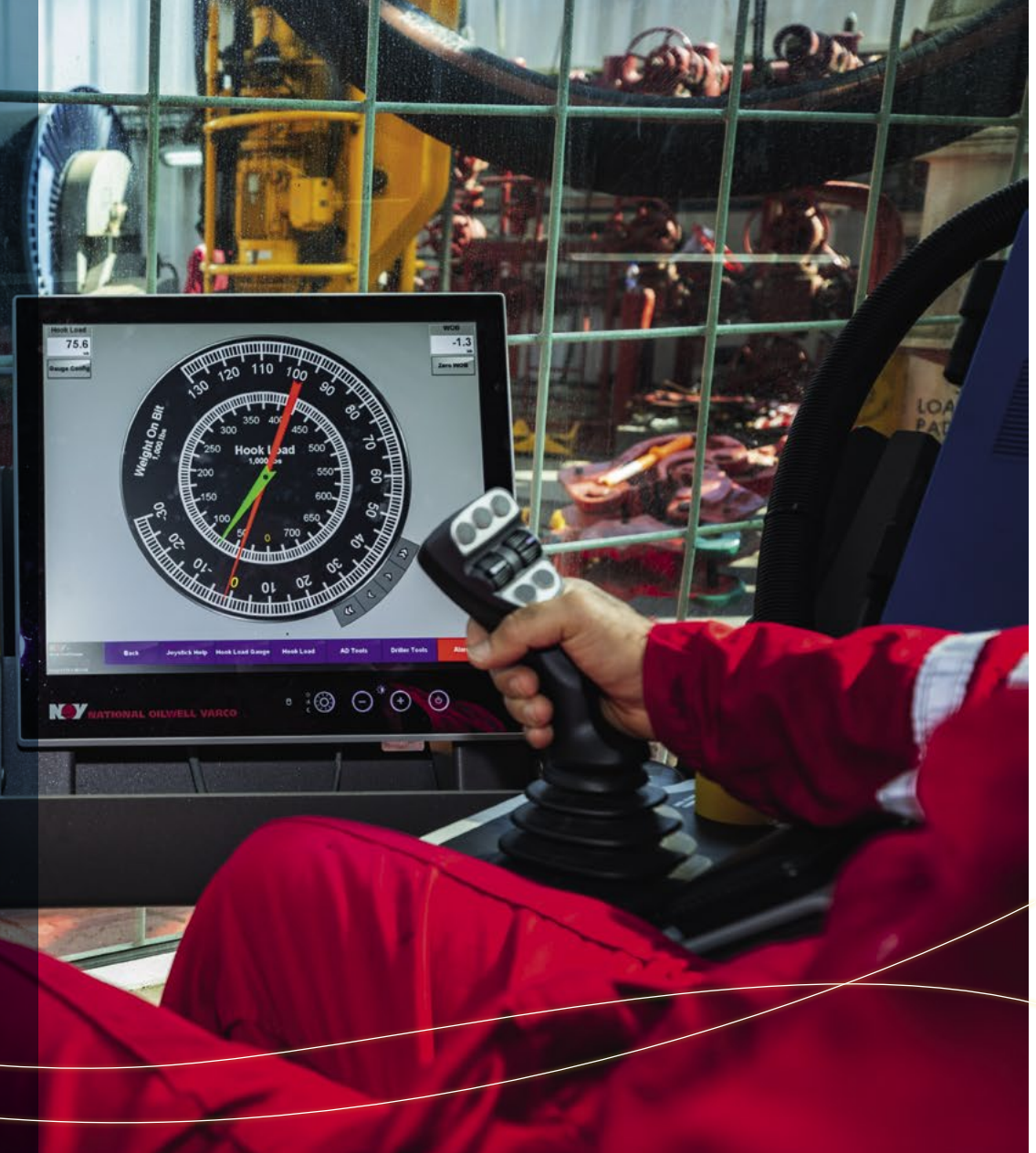
Climate, Emissions and Energy

ADNOC Drilling is intensely focused on mitigating and reducing our climate impact, reducing emissions and using energy responsibly. This aligns with our sustainability strategy and net zero commitments, showcasing our dedication to sustainable energy management and maintaining oil and gas industry leadership in minimizing our carbon footprint.



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Climate, Emissions and Energy

4.1 Climate Change Impact

ADNOC Drilling is dedicated to advancing ADNOC Group's vision of fulfilling global energy needs while minimizing environmental impact and leveraging innovative technologies for sustainable operations.



Our Response to Climate Change

Strategic Alignment

ADNOC Drilling's approach to addressing climate change is comprehensive and aligns with several key global initiatives:

Support for the United Nations' 2030

Agenda: The United Nations' 2030 Agenda for Sustainable Development, adopted in 2015, includes 17 Sustainable Development Goals (SDGs). It represents a shared blueprint for peace and prosperity for people and the planet, now and into the future. ADNOC Drilling supports this agenda, and is aligned with fourteen SDGs.

Commitment to the UAE's Net Zero Goal:

The UAE has set an ambitious goal of achieving Net Zero emissions by 2045. ADNOC Drilling supports this national commitment by having decarbonization projects, contributing to the country's broader efforts to combat climate change and promote sustainability.

ADNOC Group's Emission Reduction Target:

ADNOC Drilling has set a target to reduce our greenhouse gas emissions intensity by 25% by 2030 that is aligned with ADNOC's goals and target to meet the ambition of operationally net zero by 2045. This target is a concrete step towards contributing to both the UAE's national goals and global efforts to mitigate climate change.

We have Decarbonization projects to reduce our GHG emissions by carbon management, electrification, energy monitoring and energy management system.

Overall, ADNOC Drilling's approach to climate change involves a combination of aligning with international agreements, supporting national goals, and setting specific targets for emission reduction, demonstrating a strong commitment to environmental sustainability and responsible energy production.

Managing Climate Impact

ADNOC Drilling's management of climate impact involves a structured and multi-layered approach, encompassing various aspects such as emission management, oversight, collaboration, assessment, and leadership alignment. Further, we have invested in numerous initiatives (decarbonization projects) to reduce our climate impact and mitigate the potential adverse effects of our activities:

- **Emission Management Roadmap:** Developed to estimate, forecast, measure, and calculate GHG.
- **Collaborative Approach:** Works in conjunction with the different Divisions and other OPCOs.
- **Climate Impact Assessment:** The Sustainability Committee evaluates the impact of climate change on the Company.
- **Leadership Alignment:** Ensures Company leaders are unified in mitigating climate challenges.

Climate, Emissions and Energy

4.1 Climate Change Impact continued

Streamlining Climate Awareness

ADNOC Drilling seeks to educate and take action to raise climate awareness and drive sustainable change. Understanding the vital role of informed and aware employees, ADNOC Drilling invests in regular educational sessions. These sessions are designed to enhance employee understanding of various aspects of climate change. Topics covered include the causes and effects of climate change, strategies for its prevention, and its broader implications. This initiative ensures that all staff members are well-informed about both the challenges and responsibilities associated with climate change, fostering a Company-wide culture of environmental consciousness and responsibility.

Central to ADNOC Drilling's strategy is a focus on both mitigation and adaptation in response to climate change. The guiding principle of 'MORE ENERGY with LESS EMISSIONS' encapsulates this approach. It reflects the Company's commitment to providing energy solutions that are not only efficient and effective but also environmentally responsible and sustainable. This dual approach aims at building a better and more sustainable world that benefits both people and the environment.

By balancing the need for energy with the imperative of reducing emissions, ADNOC Drilling aligns our operations with broader global efforts to combat climate change, contributing to a more sustainable future.

The positive impacts of this approach are:



Improved energy efficiency



Increased awareness of climate change

Monitoring and Storage

ADNOC Drilling is committed to environmental sustainability and efficient resource management through various strategic initiatives, including:

- **GHG Emission Sources:** Operations and activities related to diesel usage on drilling rigs, base camps, transportation systems, and facilities, covering both direct and indirect emissions (Scope 1 and 2).
- **Resource Tracking:** Implementing daily tracking of water and electricity consumption to better control and reduce resource usage.
- **Emissions Data Collection and Reporting:** Regular collection and analysis of data to accurately estimate and oversee monthly GHG and non-GHG emissions.



ADNOC Drilling’s approach to GHG and air emissions management includes efforts to reduce and stabilize emissions, as well as adapting our processes, practices, and structures to mitigate the impacts of these changes. 2023 was a year of significant progress, as we invested in and accelerated our broad range of decarbonization efforts and projects to deliver impressive results and achievements.

Decarbonization Projects

ADNOC Drilling remains fully aligned with ADNOC Group’s goal of reducing GHG emissions intensity by 25% by 2030. Building our feasibility study exploring wide implementation of decarbonization practices at asset-level in 2022, we rolled out various decarbonization projects across the following three major areas this year that had immediate impact, including:

- Camps Emission Abatement
- Rigs Emission Abatement
- Other Initiatives

Projects in place to reduce GHG emissions intensity by 25% by 2030:

Central Camps Electrification: Transitioning from diesel to ADNOC Onshore and ADDC clean power supply in central camps.

Energy Monitoring System: Aiming to modify rig crews’ behaviors for reduced energy consumption and optimized diesel use.

Energy Storage System: Focused on minimizing diesel generator usage in rigs, enhancing operational efficiency.

Emission Impact: These initiatives are expected to substantially reduce emissions while ensuring a stable power supply.

Ongoing Asset-level Decarbonization Projects 2023		
Camps Emission Abatement	Rigs Emission Abatement	Other Initiatives
Central Camps Grid Connectivity Connecting grids to camps: <ul style="list-style-type: none"> Madinat Zayed Camp: scheduled in Q1-2024 Tarif Camp: scheduled in Q1-2024 Habshan and Bu Hasa: scheduled in Q2-2024 	Battery Energy Storage System (BEES) 16 total new rigs ordered in 2023 with BEES, with two rigs operational as of year-end and the remaining rigs scheduled to be operational by mid-2024, targeting 6% fuel consumption reduction in 2024.	ADNOC Battery Energy Storage System Pilot project on reusing second life batteries from electric vehicles, with ongoing testing of durability and performance and further installation planned in 2024, targeting 20% reduction in fuel and CO ₂ emissions.
Solar System for Mobile Camp AD-122 Installation completed of solar system that provides 150 kwh hybrid solution with diesel generators to cover demand, targeting to save up to 15% fuel consumption.	Energy Management System (EnMS) 16 new land rigs undergoing monitoring and optimization of energy intensity, with two rigs operational as of year-end and the remaining scheduled to be operational during 2024. Our investment in hybrid power land rigs, each capable of delivering emission reductions of up to 15% per rig.	
Solar Powered Street Lights at BAO and Camps Solar powered LED streetlights installed at BAO and camps.	Onshore and Offshore Rigs Energy Optimization Invested in practices to enhance energy efficiency by closely monitoring Onshore and Jack-up rigs’ consumption, identifying gaps and focusing on areas of development, to optimize diesel consumption, with 8% reduction in diesel consumption target successfully met in 2023.	

Climate, Emissions and Energy

4.2 Greenhouse Gases and Air Emissions continued

Metrics

ADNOC Drilling employs rigorous metrics for evaluating environmental impact, specifically focusing on emission measurement and reduction. At the core of our environmental strategy is the use of four key criteria to accurately measure and monitor the quantity and consistency of emissions. This ongoing analysis is crucial for ADNOC Drilling as it underpins our continuous efforts to reduce emissions further. These criteria include:

1

Gross Direct (Scope 1) Emissions

Definition: Gross direct emissions quantified in tons of carbon dioxide equivalent (tCO₂e) over specific periods.

Sources: Emissions from stationary sources like Onshore and Offshore rigs, as well as mobile sources operated or controlled by ADNOC Drilling.

Inclusion of other GHGs: Accounting for various greenhouse gases in the calculation.

2

Gross Location-based Energy Indirect (Scope 2) Emissions

Definition: Generated through internal operations within ADNOC and external factors essential for the Group's functioning.

Sources: Emissions from both internal ADNOC operations and external factors required for group operations.

Variability: Changes in emissions are directly linked to operational scope, including the number of operational rigs, their efficiency, and the emission factor.

3

GHG Emissions Intensity

Definition: the amount of GHGs emitted during drilling activities per drilling rig.

Measurement: Tons of carbon dioxide equivalent per rig (tCO₂e/rig).

4

Non-GHG Emissions

Definition: Includes nitrogen oxides (NO_x), sulphur oxides (SO_x), and Non-Methane Volatile Organic Compounds (NM-VOCs).

Emission Sources:

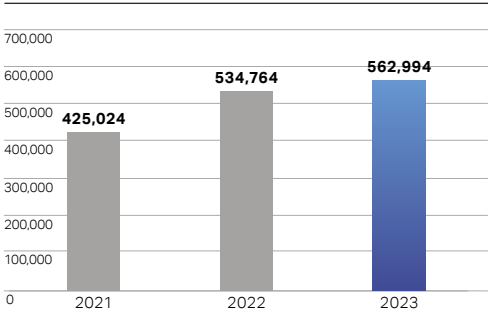
- Diesel Fuel Consumption
- Electricity
- Transportation

Flaring Emissions: ADNOC Drilling reports zero flaring emissions, aligning with our core focus on providing rig services.

Climate, Emissions and Energy

4.2 Greenhouse Gases and Air Emissions continued

Total GHG emissions (tCO₂e)



Total GHG emissions slightly increased from last year, as a result of increased no. of fleet (no. of rigs).



2024 OUTLOOK

In 2024, ADNOC Drilling aims to build upon the momentum gained in 2023 by advancing our diverse emissions objectives and initiatives. This includes a commitment to the Oil and Gas Methane Partnership (OGMP) 2.0 framework, through which ADNOC pledges to report and reduce methane emissions.

Another significant goal is the continued effort towards achieving the target for upstream methane intensity of 0.15% by 2025 aligned with ADNOC.

The year will also see significant investments in research and development, aimed at maximizing operational efficiency and fostering innovation. A notable project for 2024 is the pilot of a solar-powered camp, which involves implementing a 150-kWh hybrid solution using solar systems alongside diesel generators.

Climate, Emissions and Energy

4.3 New Energy and Transition Opportunities

ADNOC Drilling is actively engaged in identifying and capitalizing on new energy and transition opportunities, with a strong emphasis on reducing energy consumption and optimizing resource efficiency.

There is a continual focus on achieving optimal results with the least amount of resources, demonstrating our commitment to sustainability. Integral to this approach is the ongoing improvement and meticulous tracking of energy performance, highlighting its critical importance in our operations.

Furthermore, we leverage data-driven insights to guide the enhancement and modernization of our facilities. By doing so, we aim to achieve further energy savings and efficiency, staying at the forefront of energy transition and sustainable practices.

Achievements in 2023

In 2023, ADNOC Drilling made significant strides in accelerating our focus and initiatives related to the energy transition, particularly through high-impact initiatives that focused on power distribution and raising employee awareness for energy optimization. These strategic practices, implemented in both Onshore and Offshore rig operations, have been instrumental in substantially reducing overall GHG emissions.

A key part of this approach involved enhancing energy efficiency by closely monitoring the energy consumption of Land and Jack-up rigs, identifying performance gaps, and targeting areas for development. Moreover, we set an ambitious energy efficiency goal, with a comprehensive action plan aimed at improving energy efficiency by 5% per rig by 2025, using 2018 as the baseline year.

Additionally, our Energy Management System underwent a thorough review and update, ensuring alignment with the ISO 50001:2018 standards and ADNOC EnMS Standard Guidelines. These achievements underscore our commitment to environmental stewardship and operational excellence.

Energy Consumption

ADNOC Drilling's approach to energy consumption is characterized by a commitment to continuous improvement in all aspects of energy management. This includes placing a strong emphasis on accurate measurement, which is essential for precisely assessing targets and outcomes. Precision in monitoring is a critical component, as it allows for the identification of specific areas where enhancements can be made to increase effectiveness.

Moreover, a key focus is placed on resource efficiency, aimed at reducing unnecessary

resource usage. This is achieved through targeted improvements, demonstrating our dedication to optimizing energy use and minimizing environmental impact.

Total Electricity Consumption

6,785 MWH

Total electricity consumption is 6,785 MWH which is reduced from last year as we have decarbonization projects.



Environment

ADNOC Drilling emphasizes environmental stewardship through responsible and sustainable management of marine and land resources, efficient water use, and promoting waste recycling and the circular economy. These practices underscore our commitment to minimizing environmental impact and fostering sustainability across our operations.

6

CLEAN WATER
AND SANITATION



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RESPONSIBLE
CONSUMPTION
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LIFE
BELOW WATER



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LIFE
ON LAND



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Environment

5.0 Introduction

Environmental Management and Oversight

As a responsible corporate citizen and a critical part of the oil and gas value chain, ADNOC Drilling is fully committed to minimizing the impact of our operations on the natural environment. This commitment aligns with ADNOC's vision to meet global energy demands while prioritizing sustainability and minimizing environmental footprints through innovative technologies and responsible practices.

Our proactive approach to environmental protection and impact minimization includes identifying opportunities and implementing a wide range of programs and initiatives that align with the UN SDGs.

These efforts are embedded in our corporate culture, which includes active promotion of a culture of environmental achievement and world-class performance by our leadership team. Our Environmental Management System (EMS) allows real-time data tracking. We remain committed to upholding our values of safety, teamwork, excellence, accountability, and innovation.

Environmental Protection Focus

ADNOC Drilling's integrated approach to Pollution Prevention and Control (PPC) is instrumental in safeguarding a sustainable ecosystem for future generations.

We adhere to Best Available Techniques (BAT) in all our facilities, including pre-treatment plants, wastewater treatment plants, pumping stations, and waste management systems.

Our focus areas include:

- Marine and Land Environments
- Water and Effluents Management
- Waste Management and Circular Economy

Environmental Management System

ADNOC Drilling's Environmental Management System (EMS), which is accredited with the ISO 14001:2015 certification, exemplifies our commitment to sustainable environmental management. This structured framework is not only a tool for monitoring our environmental performance but also aligns seamlessly with our ESG principles and the UAE Vision 2030.

The EMS is integral in ensuring that our operations are conducted with a transparent and real-life performance tracking approach. It facilitates the informed integration of environmental considerations into our business decisions, thereby fostering a culture of environmental awareness and responsibility.

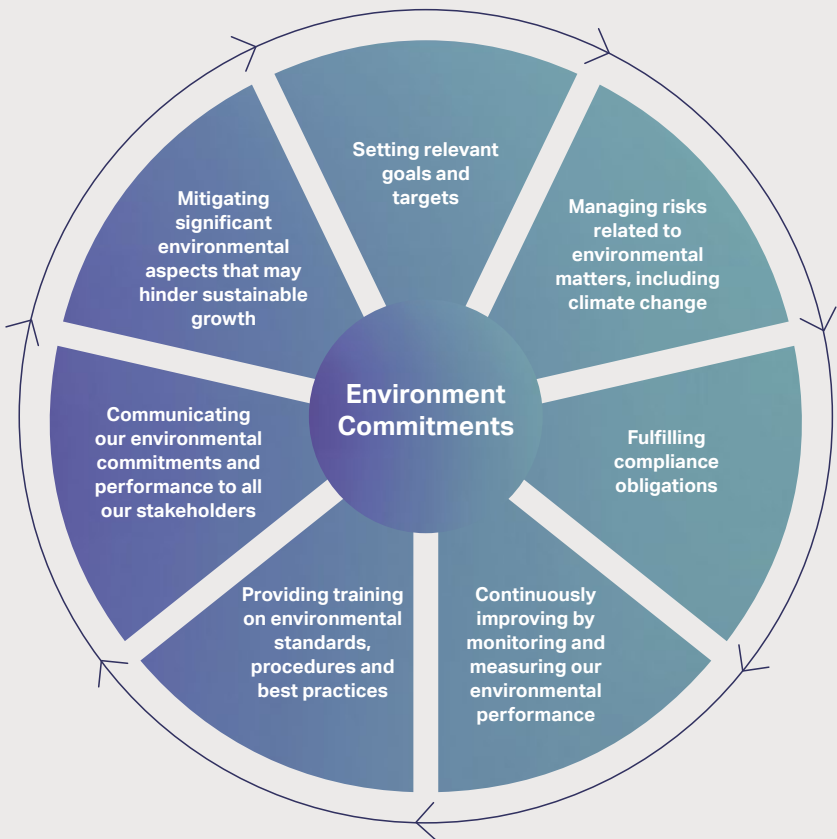
Additionally, the system is instrumental in driving continuous improvement in our environmental performance, enhancing resource efficiency and reinforcing our dedication to sustainable development.



Environment

5.0 Introduction continued

Environment Commitments

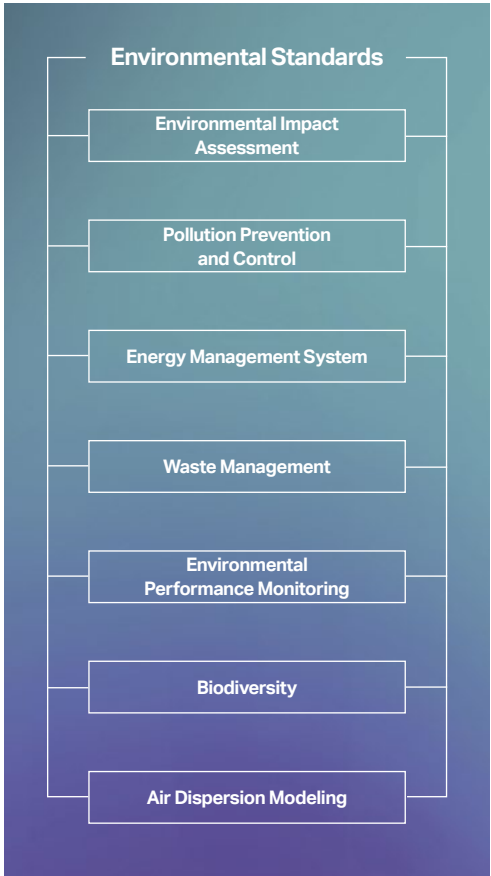


2023 Highlights

During this year, we made significant strides in our environmental initiatives. One notable achievement is the in-depth Asset-Level Examination, where we conducted comprehensive feasibility and economic studies as an integral part of our carbon strategy. This analysis is crucial in understanding and mitigating our environment footprint.

Another major milestone was the successful recertification under ISO 14001:2015. This accomplishment underscores our unwavering commitment to effective environmental management and sustainability, aligning our practices with internationally recognized standards.

Additionally, we marked Environment Week, aligning our celebrations with the International Environmental Day in June, specifically World Environment Day. This event, led by the United Nations Environment Programme (UNEP), is a testament to our dedication to global environmental awareness and action. This year's campaign focuses on the concept of "Beating Plastic Pollution" with the objective of encouraging individuals to commit to reducing the usage of disposable plastics.



Environment

5.1 Marine and Land Environment

ADNOC Drilling is a committed environmental steward of our natural environment across our areas of operation. We are guided by stringent environmental policies and best practices that prioritize the preservation of the marine and terrestrial ecosystems that are touched by our operating footprint.

This is in line with our commitment to the UAE Vision 2030, as well as our corporate culture that extends beyond mere compliance to fully embrace our responsibility to safeguard the delicate balance of nature for future generations.

Our Approach to Biodiversity and Ecological Impacts

At the core of our operations lies a deep-seated commitment to biodiversity and ecological preservation. This commitment is shaped and guided by globally recognized best practices in the field. Notably, we adhere to the Global Biodiversity Standard and follow the guidelines set by the Chartered Institute of Ecology and Environmental Management (CIEEM) for conducting Ecological Impact Assessments (EclA).

In addition to these global standards, our approach is also steered by various national frameworks and regulations. These include the National Framework for Climate Change and Health, the UAE Green Development Strategy, and the National Green Agenda 2015-2030. Furthermore, our involvement in clean and renewable energy projects, along with our marine conservation efforts, are in line with Federal Law No. 24 of 1999 concerning the Protection, Development and Amendments of the Environment (Law No. 11).

These frameworks collectively guide our efforts in maintaining and enhancing the ecological integrity of the environments where we operate.

Initiatives to Promote Ecosystem Restoration

Our initiatives for ecosystem restoration encompass a range of activities focused on enhancing and preserving natural environments.

These initiatives collectively underscore our commitment to environmental stewardship and our role in fostering sustainable ecosystems.

Mangrove Tree Planting at Jubail Island

A key initiative is the mangrove tree planting at Jubail Island to protect wildlife, improve water quality, and provide vital habitats for fish. Moreover, these mangroves contribute significantly to carbon sequestration, aiding in the reduction of greenhouse gas emissions. This initiative aligns with ADNOC Drilling's environmental commitments and supports the UAE's ambitious goal of planting 100 million mangrove trees by 2030. Additionally, it fosters awareness and encourages collective action towards the conservation of Abu Dhabi's unique ecosystems, promoting a shared responsibility for the natural environment.

Tree Farming at Tariff, Madinat Zayed and ASAB Central Camps

Another significant initiative is our tree farming project at Tariff, Madinat Zayed, and ASAB Central Camps, which is integral to ADNOC's emissions reduction targets. Specifically, the planting of trees at the rear of the Madinat Zayed Central Camp serves a dual purpose: providing much-needed shade to protect our people from extreme heat and acting as a natural barrier to guard our assets.



Environment

5.2 Water and Effluents Management

At ADNOC Drilling, we are aligned with ADNOC Group's objective of minimizing freshwater usage in our operations to less than 0.5%. Our water sourcing strategy is diverse and sustainable, utilizing sea water, groundwater, and water obtained from third-party suppliers.

Notably, we do not utilize any freshwater sources. The majority of our water needs, accounting for 95%, are met by sea water. This sea water is not only used efficiently but is also reclaimed and responsibly discharged back into the sea, reflecting our commitment to sustainable water management practices.

Water Use and Conservation

In line with our regulatory requirements, our approach to water use is governed by a deep commitment to conservation and sustainable practices. We have established several guiding principles to ensure the responsible use and management of water resources. A key aspect of our approach is the sustainable abstraction of groundwater. We are careful to ensure that our groundwater usage does not exceed the natural recharge rates of aquifers, thereby maintaining ecological balance.

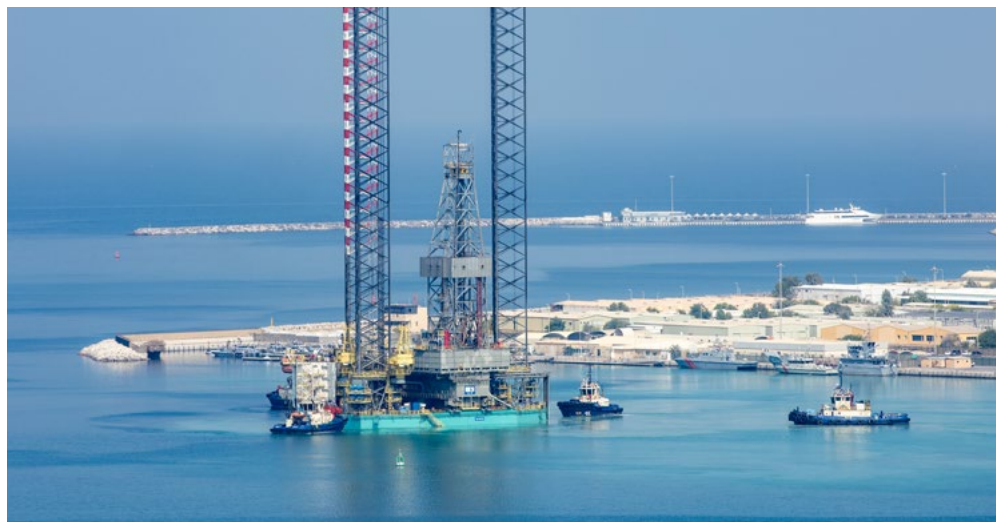
In addition, during production activities, we implement comprehensive conservation measures to prevent water wastage. Our efforts are focused on reducing water use while also maximizing opportunities for water reuse and recycling, thereby enhancing our water efficiency.

Furthermore, we place a high priority on ensuring that discharges of process water are environmentally safe. This means that the water we release does not contain toxic or harmful substances and does not lead to any significant adverse impacts on the natural water environment. Through these principles, we aim to contribute positively to water conservation and sustainable ecological practices.

Responsible Wastewater Management

At ADNOC Drilling, our approach to wastewater management extends far beyond mere compliance with regulations. We have implemented a comprehensive wastewater management system, grounded in stringent principles, to ensure that all wastewater discharges are effectively treated and meticulously monitored. This practice minimizes environmental impact and underscores our unwavering commitment to sustainability and ecological stewardship.

Our system encompasses various types of wastewater, each managed with the utmost care. This includes stormwater, which is often challenging to manage due to its variability. Process effluent and produced water, both by-products of our drilling operations, are treated with specialized processes. Sanitary wastewater, resulting from everyday activities at our facilities, and hydrotesting fluids used in equipment testing, are also integral parts of our wastewater management system. Each type of wastewater is managed with specific treatments and processes tailored to its characteristics, ensuring a comprehensive and responsible approach to wastewater management.



Environment

5.2 Water and Effluents Management continued



CASE STUDY: Innovation in Action

Sewage Treatment Plant (STP) Sprinkler System

ADNOC Drilling is at the forefront of integrating innovation with efficiency, living by the mantra of 'Achieving more with less.' Our approach is holistic, encompassing planning, implementation, and delivery of projects and initiatives that address the critical nexus of climate action, energy and water security, and economic growth.

Our forward-thinking BAOB Team has pioneered a pilot project that embodies this ethos – a 'Low Carbon Solution' featuring an 'STP Sprinkler System' designed to recycle used water. The success of the pilot has set the stage for the deployment of this initiative across various rigs and camps within our operations.

The ingenuity of this project lies in its simplicity and multifaceted benefits. The system provides irrigation as well as cooling the ground, acting as a dust suppressant, and significantly cutting down GHG emissions and costs related to the disposal of excess treated water.

One of the most impactful outcomes of this initiative is the substantial cost savings – around AED1.5 million annually per camp. Additionally, it eliminates the environmental impact of transporting wastewater, potentially removing hundreds of truck trips every day, which

translates into a reduction of 430 tons of CO₂ emissions for a single location each year.

This project actively propels the UAE's drive towards a net-zero carbon ambition by 2050. As we celebrate this achievement, we are also gearing up to extend our support to all ADNOC Group Companies in planning, implementing, and delivering this valuable initiative, continuing our commitment to sustainable and innovative solutions. In the future, the Company plans to expand the implementation of the sprinkler system to mobile camp locations.



2024 OUTLOOK

As we look toward 2024, ADNOC Drilling is charting a course for heightened environmental responsibility with the setting of new targets aimed at advancing waste and water recycling efforts. These ambitious goals reflect our ongoing commitment to sustainability and resource efficiency.

In a collaborative effort with ADNOC Technology, we are excited to announce the introduction of the REED Box at our sewage treatment plant. This innovative system is poised to enhance the way we manage and treat sewage, aligning with our broader environmental objectives.

Building on the success of our initial efforts, we plan to expand the wastewater evaporators pilot project. This expansion is designed to increase the capacity for discharging treated water, underscoring our dedication to responsible water management practices.

In a bid to bolster ecological diversity, a bio-saline plantation is set to be established in the SABKA Area, located at the Tariff Central Camp. This initiative represents a significant step towards creating a more diverse and resilient local ecosystem.

Moreover, we are focusing on water conservation measures across all our camps. The installation of water-saving fixtures is a key part of this initiative, signifying our proactive approach to reducing water consumption and fostering sustainable use of resources. As we progress into the year, these initiatives will be instrumental in driving ADNOC Drilling's environmental agenda forward, ensuring that we remain at the forefront of industry-wide efforts to preserve our planet.

Environment

5.3 Waste Management and Circular Economy

ADNOC Drilling's commitment to environmental stewardship is embodied in our advanced waste management system, meticulously designed to maximize operational efficiencies and substantially mitigate waste generation in our diverse waste streams.

Objectives of Our Waste Management System

- Decarbonization – Assisting ADNOC Group Companies in achieving UAE Net Zero Carbon goals by 2045.
- Waste Inventory – Establishing protocols for maintaining waste inventories.
- Hierarchical Control Principles – Adhering to structured waste management controls.
- Duty of Care – Setting standards for responsible waste management.
- Operational Integration – Ensuring waste management is an essential part of operational procedures.

Systemic Approach at the Centre of Our Waste Management

Our waste management system applies to Onshore and Offshore operations, including drilling, workover, base camps, workshops, and warehouses. It is fully integrated within the ADNOC Drilling HSE Management System.

Key Waste Management Practices

ADNOC Drilling's waste management strategy is anchored in a comprehensive understanding of environmental regulations, restrictions, and requirements. By staying abreast of these guidelines, we are able to manage our waste flows more effectively and with greater

regulatory compliance and align with a concept of circular economy.

A crucial aspect of our waste management involves the meticulous categorization and identification of different waste types. This classification is the foundation upon which we build our waste management practices, allowing us to tailor our approach to the specific nature of each waste stream.

Central to our waste management is the implementation of effective practices that address current waste issues while also anticipating future needs. We place a significant emphasis on source reduction analysis, which enables us to identify and mitigate waste at its origin, reducing the overall impact on the environment.

To ensure continuous improvement, we are committed to developing and executing innovative Waste Management Initiatives. These initiatives are designed to enhance our waste management system and contribute to our long-term sustainability goals.

Lastly, we recognize that waste management is an evolving discipline. Therefore, we regularly revise and update our procedures to incorporate the latest best practices and technological



Avoid waste generation



Recycle waste material where possible



Reduce the amount of waste you create



Recover waste that can be used when possible



Replace with sustainable alternatives



Treat waste that could be harmful



Re-use items when you can



Dispose of all waste responsibly

Environment

5.3 Waste Management and Circular Economy continued

advancements, ensuring that our waste management approach remains effective and responsive to environmental needs.

Principles of Waste Minimization

At the core of ADNOC Drilling’s environmental strategy is the principle that the most effective waste management is the avoidance of waste and the prevention of pollution. This is achieved by eliminating or modifying practices that result in the release of pollutants into the environment, whether it be to land, air, or water.

To codify our specific waste management practices, ADNOC Drilling has developed a Waste Management Manual. This manual, which underwent its latest update in 2023, serves as a comprehensive resource for all our employees. It is made readily available and is emphasized through regular training and awareness sessions, ensuring that our team is fully informed and engaged in our waste minimization efforts.

Waste Management Metrics

In our commitment to effectively managing and minimizing waste, ADNOC Drilling has implemented key waste management metrics for both hazardous and non-hazardous waste.

In our commitment to responsible waste management, ADNOC Drilling ensures that hazardous waste is carefully managed. We transfer such waste to the ADNOC Refining Waste Management Unit (BeAAT) Plant located in Ruwais City, which is adept at handling, treating, and disposing of it in accordance with the stringent guidelines established by the Abu Dhabi Waste Management Center (Tadweer).

Non-hazardous waste is transferred to facilities approved by Tadweer. The handling and disposal of this waste is conducted in a manner that meets our high standards for environmental responsibility, ensuring that even the least harmful waste is managed with utmost care.

In 2022, our operations produced 2,497 tonnes of hazardous waste and 2,739 tonnes of non-hazardous waste. On both counts, we achieved a significant drop in 2023, with 1,315 tonnes of hazardous waste and 2,142 tonnes of non-hazardous waste.

These figures indicate a positive downward trend in waste production, reflecting the effectiveness of our waste management and reduction strategies.

Our 2023 Achievements

In 2023, ADNOC Drilling took a proactive role in the creation of the “ADNOC Waste Management Reduction 2030 Roadmap,” which is designed to guide all Group Companies. This comprehensive Roadmap includes aligning with government strategies, outlining strategic objectives, defining key performance indicators (KPIs), and recognizing the challenges and opportunities that come with integrating advanced technology.

Additionally, we launched the Waste Management Campaign, which was designed to engage and educate our workforce across the board. This campaign included an informative presentation, eye-catching posters, and an interactive quiz, all of which were distributed across our rigs to foster a culture of sustainability.

Another significant achievement was the rollout of the newly approved Waste Management Manual. To ensure widespread understanding and implementation of the stated guidelines, we conducted a series of awareness sessions titled ‘Waste Management’. These sessions

were tailored to diverse teams, including those working offshore and onshore, as well as employees at AD HO across all Divisions, Musaffah, and BAOB, ensuring a comprehensive reach of our waste management strategies.

Hazardous waste 2023

1,315t

Non-Hazardous waste 2023

2,142t

Environment

5.3 Waste Management and Circular Economy continued

Initiative by the Business Support Division (BSD)

Installing Food Waste to Compost Machine at Central Camps

- Aims to minimize landfill waste and mitigate methane emissions by converting food waste generated from camps into compost. The resulting compost will be distributed to local farmers as part of a sustainable waste management initiative.
- The initiative commenced this year with contracts awarded for the rental of food waste compost machines, and its implementation is anticipated in 2024.



Implementing Circularity – Recycling wooden pallets into useful furniture

- The objective is to advance a Circular Economy by collecting wooden waste and pallets, which will be subsequently repurposed and transformed into functional furniture.
- This initiative has resulted in the recycling and repurposing of waste materials into furniture, with the recycled items being utilized in BAO playgrounds and common areas.
- Plans to expand with donations of the furniture to Al Dhafra municipality parks.



2024 OUTLOOK

In 2024, ADNOC Drilling is set to enhance our waste management strategy by scaling up the implementation of scrap metal recycling initiatives across various sites. This step is pivotal in transforming waste into a monetary asset, while simultaneously adhering to environmental sustainability standards. The focus will be on a comprehensive range of materials including scrap from mud pump lining, piping, and SEAT structures, among others. Notably, the recycling of damaged turbine and drilling line waste is also on the agenda, maximizing the recovery of valuable metals.

The action plan for the year includes the creation of a central location to pool all scrap and waste metal, which will streamline the collection and recycling process. This will be supported by meticulous performance reporting and adherence to both ADNOC and BAOB standards for scrap and metal waste. By meticulously recording the weight of scrap and metal waste, we aim to ensure transparency and efficiency in the recycling process.

The benefits of these recycling initiatives are manifold, including meeting industrial standards, preserving natural resources, generating additional revenue for ADNOC Drilling, and importantly, contributing to the reduction of GHG emissions. The projected potential revenue from these efforts is significant, with an estimated AED500,000 yearly per rig, marking a substantial contribution to both economic and environmental objectives.

Workforce Diversity and Development

ADNOC Drilling is proud to be an employer of choice in our industry by promoting a diverse, equitable, and inclusive workforce, coupled with robust learning and development programs. Our commitment to progressive employment practices and a healthy work environment ensures a dynamic and skilled team, reinforcing our sustainable success.

4

QUALITY
EDUCATION



5

GENDER
EQUALITY



8

DECENT WORK AND
ECONOMIC GROWTH



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Workforce Diversity and Development

6.1 Employment Practices

ADNOC Drilling prioritizes the wellbeing and satisfaction of its workforce, recognizing their vital role in the Company's growth. By investing in understanding and strategically meeting their needs, we maintain a content and engaged workforce and cultivate a workplace environment conducive to shared progress.

Total employees (direct-hire and contractors)

10,249

Number of People of Determination

5

Total female employees
(direct-hire and contractors)

187

Total new hires (direct-hire and contractors)

1,776

Total direct-hire employees

6,895

Increase in full-time employees

+13%

Our Commitment to Employee Welfare

We believe employee benefits are essential to attracting, developing and retaining a talented and motivated workforce. Our full-time employees benefit from the ADNOC Drilling employee recognition award program and receive a comprehensive range of competitive benefits and allowances.

Full-Time Employee Benefits

Loans/Financial Assistance

- Personal loan
- Educational assistance
- Car Purchase Loan

Medical Benefits

- Medical Health/Life and Accident Insurance

Employee Allowances

- General Allowance
- Social Allowance
- Statutory Children's Allowance
- Furniture Allowance
- Remote Area Allowance
- Shift allowance
- Site Transportation Allowance
- Telephone Allowance
- Duty Travel Allowance
- Duty Transportation Allowance
- Meal Allowance
- Supplemental Allowance

Other Benefits

- Professional Membership
- Long Service Awards
- Statutory Pension Scheme
- Farewell Gifts
- Non-UAE National End-of-Service Benefits
- Parental Leave

The Company develops programs and policies that support an inclusive, diverse and flexible work environment. In 2023, 159 employees took parental leave, in line with all applicable legal and regulatory requirements, and 100% of employees who did so subsequently returned to the workplace. The organization continues to track the effectiveness of its employees' policies and flexibility arrangements.

Continuous Performance Management (ADA'E) Tool

Launched last year and successfully implemented in 2023, ADA'E (meaning "my performance") is a step change that will support to:

- **Enhance** ownership in managing employee performance.
- **Enable** ongoing conversations and feedback, Check-Ins and Recognition.
- **Replace** formal mid-year reviews to support managers and employees in tracking their objectives.
- **Maintain** continuous constructive feedback.

This program provides opportunities to both employees and line managers to discuss and agree progress and contribute to the Company's success.

Workforce Diversity and Development

6.1 Employment Practices continued

Employee Engagement Initiatives

1900+ Mobilized during 2023 and **300+** onboarding to meet targets.

New Operating Model for Land Operations; site-based leadership and 15% less rig crew. Implemented in 90% land rigs.

Employee Engagement: Achieved **Employee Experience Score of 91%** and **Survey Effectiveness Score of 84%**.

Hosted **ADNOC Group Organization Development and Workforce Planning Forum**.

Utilization of **DTC (Drilling Training Center)** as a **Profit Center**.

4 new dashboards rolled out for better insights of People Management to take timely and effective decisions.

New batch of **35 UAE nationals** in **Assistant Driller positions** to drive Emiratization and to sustain Business Continuity.

New Tailored **Middle Management Leadership Development Program** to commence by Q1, 2024. First batch selection in progress.

Rollout **Culture Renovation Action and Engagement Plans:**

- Develop plan in line with the KPI deliverables
- Implementation of initiatives and deliver culture awareness sessions

Marhaba Monday

- Enhance **Leadership engagement with employees** over Coffee or Breakfast catch-ups, Monday Motivation at the start of week

Tuesday Tips

- Enhance **Leadership awareness on HC Policies** sharing Human Capital Policies, Guidelines, Procedures and System Updates

Wednesday Weyakum

- Enhance Leadership visibility through '**Leadership Walkabouts**' – unofficial floor visits to meet and engage with staff, listen to staff, culture pulse check and on-spot recognition

Thank-you Thursday

- Enhance and build a **Culture of Appreciation** (ADNOC Way Recognition platform utilization, **5400+** employees appreciated and rewarded in 2023)

Friday Friends

- Building a **Culture of Recognition** and Engagement (Welcome and announcement of New Joiners to ADNOC Drilling)

Reinforcing Engagement Culture

- Enhancing survey effectiveness through Employee Voices and strengthen employee engagement (what engagement means to employees through story telling)

Workforce Diversity and Development
6.2 Nationalization

ADNOC Drilling is committed to meeting the nationalization objectives established by senior management. The Company actively recruits both recent graduates and seasoned professionals, employing them in rig operations and various support services. Furthermore, ADNOC Drilling has implemented in-house development programs aimed at integrating young national talents into its workforce.

Standard Entry-Level Wage Compared to Local Minimum Wage

	2023
Female	Higher than Labor Law
Male	Higher than Labor Law

Intake and Development of UAE National Fresh Graduates

During 2023, we engaged in a comprehensive process of interviewing potential candidates, aiming to identify individuals who align with our operational values and standards. From this pool, we carefully selected the 80 best candidates, demonstrating a strong commitment to fostering new talent. These individuals underwent a rigorous training and development program, equipping them with the necessary skills and knowledge to be effectively integrated into our diverse operations.



Workforce Diversity and Development

6.3 Diversity, Equity and Inclusion

As a progressive and conscientious Company, ADNOC Drilling maintains a firm commitment to fostering diversity across various dimensions. Throughout our history, we have been dedicated to cultivating a workforce that values multiculturalism and diversity, with a focus on providing equitable opportunities and representation for women and individuals with distinct abilities.

Gender Pay Parity at ADNOC Drilling

100%

We have a 1:1 ratio of basic salary and remuneration of women to men.

Number of Nationalities at ADNOC Drilling

84

We have a diverse workforce comprised of 84 different nationalities.

Out of our 6,895 (direct hire) employees, an outstanding 745 received promotions and upgrades in 2023, while a further 7,643 were recognized for their efforts, results and teamwork by the ADNOC Way Recognition Platform.



Workforce Diversity and Development

6.3 Diversity, Equity and Inclusion continued

ADNOC Drilling's Gender Diversity Steering Committee and Gender Balance Taskforce support the Company's sites and units in elevating practices that ensure the Company provides equality of access and opportunity.

The Company's Gender Balance and Diversity efforts are based on a sound and robust governance structure and Gender Diversity Standard.

The Gender Diversity Steering Committee supports the achievement of gender diversity targets and objectives, and they report to the Board of Directors. The Steering Committee is responsible for overseeing the Gender Balance Taskforce who develop and implement the approved initiatives and programs.

Over the course of the year, the committee works tirelessly to promote the inclusion of women in the notably male-populated sector of drilling.

Initiatives are divided among the three pillars of Gender Balance Committee:

Balance

- Supporting and empowering our unique talents
- Identifying and adopting best practices inside and outside
- Communicating Gender Balance Success stories

Bloom

- Accelerating our capabilities by 100X
- Generating more value through innovation
- Creating business opportunities

Bridge

- Ensuring we are leading the race towards a greener future
- Achieving more with less
- Collaborating future proofing DID (designing, implementing and delivering)

Initiatives

Site Audits

Gender balance compliance audits to identify the gaps and implement best practices in the Company. This broad program aims at understanding facilities and assessing female representation across the Company as well as opportunities for improvement.

Best Practice Benchmarking

ADNOC Drilling evaluates the work practices of organizations, which are recognized as representing best practices, for the purposes of improvement. They include internal ADNOC entities and external partners and industry leaders.

Collaboration with ADNOC Gender Balance Committees

ADNOC Drilling Gender Diversity Committee and Gender Balance Taskforces work with their counterparts from other ADNOC Group companies to collaborate on various initiatives that include knowledge sharing.

Guinness World Record

ADNOC Drilling participated in ADNOC's Guinness World Record win for the most pledges on gender equality in a 24 hour period at the Inclusion & Diversity Summit hosted by ADNOC in Abu Dhabi Energy Center, in collaboration with Aurora 50. The event set a Guinness World Record with more than 7,000 individuals, both present at the Summit and participating online, actively endorsing and signing the commitment to support gender equality.

Workforce Diversity and Development

6.3 Diversity, Equity and Inclusion continued

41 total

5 male, 36 female

Themed Event Organization for annual celebrations including **Emirati Women's Day, International Women's Day, and International Women in Engineering Day.**

ADNOC Drilling Internships for Students 2023

As Senior Environmental Engineer, it is my job to deliver initiatives that accelerate ADNOC Drilling's decarbonization. It's a constant source of motivation and pride to play such a pivotal role in a Company that's so committed to addressing the triple challenge of climate progress, energy/water security, and economic prosperity. I am passionate about making a difference. Anyone can make a difference – all you need is perseverance to turn your ideas into reality."

Dr. Angela Fandino
Senior Environmental Engineer



Since joining ADNOC Drilling, I have been consistently supported and motivated as a female engineer in this traditionally male dominated industry. I have been involved in the delivery of over 50 wells, from the planning stage to the real-time problem-solving, making me one of the first females to have achieved this. I am immensely proud to have been part of the Company's success and to help shape the future of the UAE."

Fatmah Alkaabi
Engineer, Drilling Applications

Workforce Diversity and Development

6.3 Diversity, Equity and Inclusion continued



Gender Diversity Standard – Elements



Recruitment

Recruitment strategies that enable equal opportunities for female and male candidates for all vacancies to ensure a gender diverse population



Retention

Additional issues and concerns around retention of women and implementation measures to address them, which may include:

- Flexible working arrangements
- Family-related leave
- Adjustments to working conditions and facilities



Promotion

Promote gender diversity across the Company. Some measures may include:

- Sponsorship programs
- Professional development and coaching
- Visible role models
- Mentoring and shadow programs



Representation

Ensuring diverse representation of women in:

- Leadership positions
- Core and supporting functions
- Committees



Compensation and Benefits

Assess pay and benefit levels to:

- Seek pay parity for male and female personnel across roles and job grades
- Address any inconsistencies



Diversity of the Board

Meeting the SCA requirements of female representatives on the Board

Workforce Diversity and Development

6.4 Learning and Development

The success of ADNOC Drilling is deeply rooted in the expertise and knowledge of our workforce. Recognizing the significance of learning and development for all our people across our operations, regardless of their seniority and positions, we are committed to investing in their professional growth.

We provide our people with a wider variety of opportunities throughout the year for knowledge enhancement and skill development, building competencies that enhance the capabilities of our people and the future progress of our Company.

Training and Development

Practical, procedural, and personal competence – including business, technical, behavioral, and leadership skills – are all covered in our essential training programs. Both in-person and virtual training are offered.

These programs are conducted either by external, independent training providers and internal ADNOC Drilling Training Center (DTC) trainers. In both cases, training providers are mentors and well-known industry professionals.

Classroom training conducted during 2023, utilizing DTC

Trainings Data	2021	2022	2023
No. of courses	1,401	1,558	2,912
No. of attendees	20,929	27,338	43,907
Training man days	33,802	35,315	58,437

Note: excluding eLearning courses and OJT (On Job Training).

With respect to eLearning, our employees completed 27,840 courses in 2023, an 11% decrease compared to the previous year as many courses returned to be classroom based. These virtual programs covered a wide range of topics, including leadership, management, safety and technical courses.



This included but was not limited to:

- 273 attended HSE Enhancement through Team Building
- 220 attended Professional Certification such as CIPD, CIPS, OIM, HACCP, API, CMA, CPSM, etc.
- 3960 attended Business and Behavioral related courses
- 8,233 attended Functional related courses
- 21,202 attended Technical courses
- 42,352 attended HSE related courses
- 27,840 completed eLearning
- 796 completed OJTs
- 241 attended Leadership related courses.

DTC Training Accreditations

DTC holds prestigious professional accreditations both nationally and internationally in the fields of HSE (Health, Safety and Environment) and drilling. These accreditations, which include IADC, IWCF, OPITO, LEEA, AHA, NQA, ANSI, SQA, Highfields, American Safety and Health Institute, and ACTVET, enable the Center to offer a comprehensive development path for individuals pursuing careers in drilling and safety.

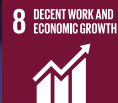
DTC has the capability to cover approximately 63% of mandatory and competency training via its internal resources. In 2023, DTC achieved 52% of the target to cover 1,400 courses, as per the uncertified list.

Economic and Social Contribution

ADNOC Drilling significantly contributes to the UAE's economy and the wellbeing of communities across our operational footprint. Through a blend of robust governance, comprehensive policies and a culture of engagement, we aim to be more than a business leader to responsible and positive force across our nation and society.



1 NO POVERTY



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Economic and Social Contribution

7.1 Economic Performance

At ADNOC Drilling, our approach to sustainability is intrinsically linked to generating economic value. We recognize that our long-term sustainability is anchored in our ability to create and deliver economic value, not just for our Company but for all our stakeholders. This commitment to economic growth goes hand in hand with our dedication to ethical practices and environmental stewardship.

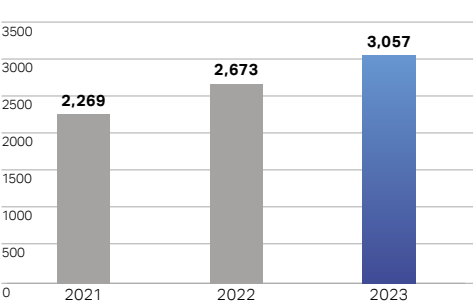
A key aspect of our strategy is the emphasis on protecting the rights and privacy of our stakeholders. We understand that our relationships with partners, suppliers, and community members are pivotal to our success. Thus, we are committed to upholding their rights, ensuring transparency in our dealings, and respecting their privacy in all our operations.

We also focus on having a positive impact on our partners, suppliers, and the broader community. Our operations and initiatives are

designed to create benefits that extend beyond our immediate business interests, positively influencing those we work with and the communities in which we operate.

Our fleet expansion has been a significant factor in ADNOC Drilling's successful year, serving to increase our revenue generation and enhance our operational capabilities. This expansion supported a remarkable financial performance for the year, with a solid 14% revenue growth, largely attributable to the strong performance of our Onshore and OFS segments. This resulted in a remarkable 29% increase in our net profit to reach \$1,033 million, a testament to our strategic planning and the effective execution of our business initiatives.

Direct economic value generated (revenue) (USD million)



Financial Highlights

2023 Revenue

\$3,057m

EBITDA Margin

49%

Net Profit Year-on-Year

\$1,033m

Operational Highlights

Wells Delivered

613

Rigs Availability

96%

Rigs owned*

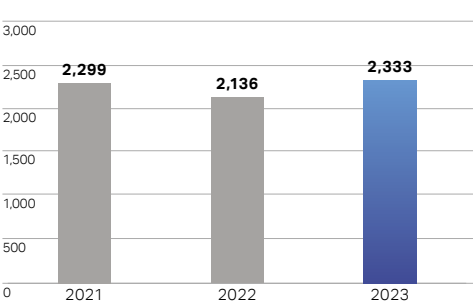
129

Integrated Drilling Service (IDS) Rigs

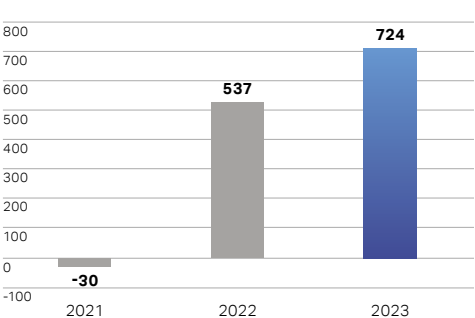
48

* Including four lease-to-own land rigs.

Economic value distributed (USD million)



Economic value retained (USD million)



Economic and Social Contribution

7.1 Economic Performance continued

Growth and Governance

Our economic focus is centered on achieving optimal growth and maximizing returns. Meeting robust financial targets is a key priority, guiding our operations and strategic decisions. We employ comprehensive planning and forecasting, coupled with efficient financial closing processes, to stay agile and responsive in a dynamic market environment.

Our approach includes meticulous monitoring of key performance metrics, particularly the direct economic value we generate, distribute, and retain. This allows for a clear understanding of our financial health and areas for improvement.

To maintain transparency and accountability, we regularly present our economic performance to senior management and our Board. This includes monthly updates to management and quarterly/yearly reports to the Board Executive Committee, Audit Committee, and the full Board. Furthermore, we ensure that our economic performance data is accessible to our shareholders, publishing it on our website for full transparency.

2023 Performance

ADNOC Drilling achieved record revenue, EBITDA and net profit during 2023, driven by the highest-ever number of operational rigs, bolstering growth and charting a clear course for further expansion in 2024 and beyond.

The Company's revenue for the year increased to \$3,057 million, up 14% year-on-year. Revenue growth was driven by the Offshore Jack-up and Oilfield Services (OFS) segments, increasing 31% and 37% respectively. All segments grew year-on-year as the Company continues to execute on its fleet and OFS expansion strategy in support of the delivery of ADNOC's production capacity target.

Full-year EBITDA was \$1,483 million, with a margin of 49%, as the Company continues to make excellent progress on the delivery of cost efficiencies. Net profit for 2023 was a record \$1,033 million, up 29% year-on-year.



2024 OUTLOOK

Five-Year Plan: Execution based on the approved five-Year Budget and Business Plan which reflects our growth ambition.

Key Objectives: Established objectives to guide activities throughout the year.

Strategic Initiatives: Implementation of specific initiatives aligned with the plan.

Target Achievement: Focus on meeting set results and targets.

Contribution to Economic Performance:

All actions aimed at enhancing overall economic performance.

Key Revenue Growth Initiatives:

Land Rig Acquisition: Acquiring and additional 11 land rigs with staggered deliveries scheduled for 2024.

Jack-up Rig Expansion: Acquiring an additional two Jack-up rigs, in addition to the 15 already integrated to the fleet, with deliveries scheduled in the second half of 2024.

Short-Term Solutions: Meeting immediate rig needs through rental rigs.

IDS Expansion: Increasing from 48 rigs to over 53 rigs in 2024 as part of the IDS Ramp-up plan.

Key OpEx optimization initiatives:

- Value acceleration program which focuses on identifying long term OpEx optimization opportunities.
- Focused optimization of support functions
- New Operating Philosophy

Key operational excellence initiatives:

- Rig move efficiency
- Major maintenance outage
- NPT reduction
- Performance Opportunity Time (POT) Reduction

Economic and Social Contribution

7.2 Procurement Practices

ADNOC Drilling's procurement practices are rooted in a commitment to integrity and responsibility across all facets of its operations. We promote and adhere to the highest standards of ethical conduct within our own teams, while also extending this expectation to all our contractors, suppliers, and partners. This is evident in our rigorous standards for ethical, economic, environmental, and social practices.

At the beginning of any engagement, suppliers are required to sign a declaration aligning with the ADNOC Group Supplier and Partner Code of Ethics, ensuring compliance from the onset. Furthermore, environmental stewardship is a critical criterion, with suppliers and partners being mandated to operate in an environmentally responsible manner, adhering to all relevant laws and regulations.

To safeguard our operations and reputation, we apply a sophisticated technology platform for integrity due diligence, screening third parties to identify any potential risks or inconsistencies that may arise. This is complemented by a comprehensive pre-qualification process for suppliers, which incorporates a technical evaluation that takes into account social and environmental considerations.

Our engagement with suppliers is dynamic and interactive, involving regular performance reviews to assess and ensure high levels of service and compliance. Supplier engagement is further enhanced through meetings, assistance with registration processes, prompt responses to queries, and regular updates, all designed to maintain a smooth and transparent procurement process.

Material Management Process

The Material Management Process at ADNOC Drilling experienced a significant achievement during this year, with the introduction and increase of Price Agreements under the Vendor Managed Inventory (VMI) model. This strategic move has been pivotal in streamlining our procurement process.

We saw a notable reduction in costs as a result of these long-term agreements, which facilitated lower item costs due to the more efficient VMI approach. In addition to cost savings, we achieved a significant reduction in delivery times, enhancing the overall efficiency of our supply chain.

Prior challenges, such as suppliers not having ready stock, were effectively addressed, ensuring that material availability no longer hinders operational progress.

The benefits realized from the implementation of VMI extend beyond operational efficiencies; they also include a faster and more reliable service delivery, a reduction in the Company's carbon footprint, and a lowered inventory value. Collectively, these improvements underscore ADNOC Drilling's commitment to optimizing its material management process and reinforcing the robustness of our supply chain.



Economic and Social Contribution

7.2 Procurement Practices continued

2023 Performance

ADNOC Drilling's Key Performance Indicators are focused on three main areas: enhancing the Price Agreement Coverage of Materials, achieving the objectives of the Vendor Managed Inventory (VMI), and the strategic development of new VMI Long-Term Purchase Agreements.

Significant improvements were made in the Price Agreement Coverage of Materials, reflecting a successful refinement of existing strategies and the implementation of new initiatives. These concerted efforts not only optimized procurement processes but also yielded substantial financial benefits.

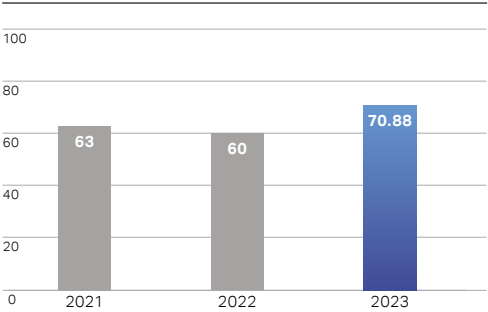
Collectively, the implementation of these strategies resulted in notable cost savings of AED273.78 million over the course of the year. This achievement underscores ADNOC Drilling's commitment to fiscal responsibility and strategic resource management.

In-Country Value (ICV)

ADNOC Drilling's In-Country Value (ICV) program is strategically designed to optimize the value derived from the nation's oil and gas resources. The program's ambitious goals are centered around contributing to the diversification of the Gross Domestic Product (GDP), fostering Emiratization, and the localization of strategic capabilities within the country.

A testament to the program's success, ADNOC Drilling achieved an ICV Certificate Score of 90.63%, marking the highest score attained by the Company to date. This impressive score is significant as it plays a crucial role in positioning ADNOC Drilling as a preferred contractor for clients, highlighting our commitment to supporting local industry growth and contributing to the broader economic objectives of the UAE.

Percentage of Total Procurement Value Spent in the UAE



Suppliers formally certified their compliance with our Code of Conduct

100%



Economic and Social Contribution

7.3 Community Engagement

At ADNOC Drilling, our dedication to the socio-economic development of the UAE is deeply ingrained in our robust Corporate Social Responsibility (CSR) programs. These programs are carefully aligned with our CSR values, reflecting our commitment to the community. We are aligned with ADNOC's CSR approach and actively involved with key initiatives and programs.

Our community engagement is a cornerstone of our CSR efforts, where we are committed to providing resources, support, and raising awareness on vital issues. We place a special emphasis on youth, recognizing their crucial role as influencers in community care and development. Our focus on empowering the younger generation is integral to our approach to building a resilient and sustainable community.

Our CSR Objectives

Our CSR objectives at ADNOC Drilling are an integral part of our commitment to apply our scale and resources to play a positive role across the communities where we operate.

Furthermore, we aim to make a significant and positive societal impact. Our activities and programs are designed to contribute meaningfully to the broader society. This involves initiatives that enhance the quality of life, support education and healthcare, and promote sustainable practices.

Building trust and goodwill with government agencies and strategic partners is also a key focus. By maintaining transparent and ethical relationships, we strengthen our collaborations and reinforce our reputation as a trustworthy partner.

Further, we are focused on improving the participation of local suppliers in our value chain through our simplified procurement processes and contract formalities. We always prioritized our ICV strategy by using locally produced and manufactured goods and services.

Lastly, our dynamic CSR strategy is designed to positively influence our operational business success. We believe that a robust approach to CSR benefits the community while also aligning with our business goals, creating a synergy that drives both societal and business advancement.

This integration of CSR into our business model underscores our commitment to being a responsible corporate citizen.

Community Engagement Projects and Initiatives

Celebration of Ramadan

My Ramadan story: share an experience

Ramadan is a blessed and exciting time of the year. It's interesting to share our Ramadan moments with our big ADNOC Drilling family, especially from our frontline colleagues.

Ramadan Mubarak to all.



Indices

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- 81 Restatements



Data Performance Tables

Business Sustainability

Board Diversity	Unit	2021	2022	2023
Percentage of Independent Board members (outside)	%	100	100	100
Percentage of Board seats occupied by female	%	29 14	14	14
Percentage of Board seats occupied by male	%	71 86	86	86
Compliance	Unit	2021	2022	2023
Percentage of employees certifying compliance with ethics and anti-corruption policies	%	–	100	100
Number of major legal and regulatory violations	#	0	0	0
Number of operations/business suspensions due to misconduct	#	0	0	0
Number of cases detected due to bribery or other legal incidents	#	0	0	0
Percentage of suppliers and partners that the Company's Supplier and Partner Code of Ethics has been communicated to	%	100	100	100

Health and Safety

Compliance	Unit	2021	2022	2023
HSE Campaigns	#	10	10	11
ISO 45001 Audit (OHSAS 18001 Audits)	#	7	7	18
OH Inspection	#	0*	11	26
Occupational Illness/Diseases	#	0	0	0
Road safety and transport audits	#	11	12	12
Compliance with annual HSE drill plan	%	97	98	100
Number of HSE legal and regulatory violations	#	0	0	0

* 2021 was Covid-19 year and hence OH inspections were conducted virtually

Health and Safety

Performance	Unit	2021	2022	2023
Corporate Total Recordable Incident Rate (TRIR)	YTD Frequency	0.82	0.60	0.44
Corporate Lost Time Incident Frequency (LTIF)	YTD Frequency	0.33	0.37	0.09
Catastrophic event	#	0	0	0
Fire/Smoke	#	6	2	10
External DROPS Survey on Rigs	#	29	44	44
Work related fatality (direct-hire employees)	#	1	2	0
Work related fatality (contractors)	#	0	2	0
Near misses (NM)	=			571

Data Performance Tables continued

Health and Safety

Employees (Direct Hire)	Unit	2021	2022	2023
Corporate Total Recordable Incident Rate (TRIR)	YTD Frequency	0.90	0.38	0.26
Corporate Lost Time Incident Frequency (LTIF)	YTD Frequency	0.40	0.25	0.10
Fatality	#	1	2	0
Periodic Medical examination completed	%	–	73.60	104

Health and Safety

Contractors	Unit	2021	2022	2023
Corporate Total Recordable Incident Rate (TRIR)	YTD Frequency	0.74	0.85	0.70
Corporate Lost Time Incident Frequency (LTIF)	YTD Frequency	0.26	0.50	0.09
Fatality	#	0	2	0
Contractors Performance Improvement	%	100	100	100
Periodic Medical examination completed	%	–	70	100

Emissions (Scope 1 and 2)

Indicators	Unit	2021	2022	2023
Gross Direct (Scope 1) Emissions	tCO ₂ e	421,827	534,361	562,567
Gross Location-based Energy Indirect (Scope 2) Emissions	tCO ₂ e	3,197	403	427
Total GHG Emissions	tCO ₂ e	425,024	534,764	562,994

Energy Management

Energy Consumption	Unit	2021	2022	2023
Total Energy Consumed	GJ	5,454,087	6,763,468	7,649,226
Energy Consumed Supplied From Renewable/Low-carbon Energy	%	N/A	0.3%	0.3%
Total Electricity Consumption	MWH	7,011	7,359	6,785
Fuel Consumption	Unit	2021	2022	2023
Total Fuel Consumption	Million US Gallons	45	50	53
Fuel Used by On-road Equipment and Vehicles	%	7.1%	7.28%	11.2%

Data Performance Tables continued

Water Management

Indicator	Unit	2021	2022	2023
Total Water Consumption from All Areas	Million Liters	687	837	814
Total Withdrawal from Groundwater Sources	Million Liters	367	477	424
Total Withdrawal from Sea Water Sources	Million Liters	26,358	22,841	18,484
Total Withdrawal from Third-party Water Sources	Million Liters	804	811	604
Total Withdrawal	Million Liters	27,529	24,129	19,512
Total Water Discharged	Million Liters	26,358	23,291	18,698

Employee Welfare

Workforce Overview	Unit	2021	2022	2023
Total workforce (excluding trainees, students and outsourced staff)	#	8,240	9,044	10,207
Full-time employees	#	8,240	9,044	10,207
Part-time employees	#	0	0	0
Employees on a finite term or permanent contract	#	8,240	9,044	10,207
Employees on a fixed term or temporary contract	#	0	0	0
Outsourced staff	#	1,673	2,446	3,312
Senior management employees	#	7	8	9
Middle management employees	#	320	359	420
Non-management employees	#	7,913	8,677	9,788
Employees age 18-30	#	2,060	2,392	2,680
Employees age 31-50	#	5,591	6,034	6,843
Employees age +51	#	589	618	684
Trainees and sponsored students	#	60	60	104
Total new employee hires	#	1,033	1,385	1,776
Age 18-30	#	593	831	2,680
Age 31-50	#	428	537	6,843

Workforce Overview	Unit	2021	2022	2023
Age +51	#	12	17	684
Full-time employees	#	8,240	9,044	10,207
Part-time employees	#	0	0	0
Total employee turnover (voluntary)	#	85	190	274
Employee absentee rate	%	2.8	2.5	2.4
Number of female employees that took parental leave	#	18	18	16
Female employees who returned to work after maternity leave	%	100	100	100
Number of female employees returned from parental leave who were still employed twelve months after return to work (retention)	#	18	18	16
Return to work rate	%	100	100	100
Retention rate	%	100	100	98

Emiratization

Indicator	Unit	2021	2022	2023
Total number of National Employees	#	1,608	1,636	1,607
Number of Employed Emirati Women	#	157	154	155
Proportion of Emiratis in Senior Management	%	63	56	56

Diversity, Equity and Inclusion

Indicator	Unit	2021	2022	2023
Female employees	#	179	186	187
Male employees	#	8,061	8,858	10,020
Number of nationalities	#	74	79	84
Number of people of determination employees	#	6	5	5

Index – GRI, ADX, ISSB

GRI STANDARD	GRI DISCLOSURES	ISSB DISCLOSURES	IADC DISCLOSURES	ADX ESG Guidelines Reference Number	LOCATION	OMISSION
GRI 2: General Disclosures 2021	2-1 Organizational details				8	
	2-2 Entities included in the organization's sustainability reporting			G7. Sustainability Reporting	8	
	2-3 Reporting period, frequency and contact point			G8. Disclosure Practices	8	
	2-4 Restatements of information				79	
	2-5 External assurance			G9. External Assurance		We have performed internal assurance for the reporting year.
	2-6 Activities, value chain and other business relationships				4-6	
	2-7 Employees			S5. Temporary Worker Ratio	51	
	2-8 Workers who are not employees				51	
	2-9 Governance structure and composition				12,18	Further details found in the Corporate Governance Report
	2-10 Nomination and selection of the highest governance body				18	
	2-11 Chair of the highest governance body				18	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	Core content - Governance: S1.26, S1.27 Core content - Governance: S2.6, S2.7 Ecological Impact Management: EM-SV-160a.2 Management of the Legal & Regulatory Environment: EM-SV-530a.1	Business Ethics and Payment Transparency	E8. Environmental Oversight (Management) E9. Environmental Oversight (Board) G2. Board Independence	12	

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GRI STANDARD	GRI DISCLOSURES	ISSB DISCLOSURES	IADC DISCLOSURES	ADX ESG Guidelines Reference Number	LOCATION	OMISSION
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	Core content - Governance: S1.26, S1.27 Core content - Governance: S2.6, S2.7 Ecological Impact Management: EM-SV-160a.2 Management of the Legal & Regulatory Environment: EM-SV-530a.1 Critical Incident Risk Management: EM-SV-540a.1"	Critical Incident Risk Management	E8. Environmental Oversight (Management) E9. Environmental Oversight (Board)	12	
	2-14 Role of the highest governance body in sustainability reporting			E8. Environmental Oversight (Management) E9. Environmental Oversight (Board)	12	
	2-15 Conflicts of interest				19	
	2-16 Communication of critical concerns					Available in the Corporate Governance Report
	2-17 Collective knowledge of the highest governance body				58	
	2-18 Evaluation of the performance of the highest governance body				18	
	2-19 Remuneration policies			G3. Incentivized Pay		Incentivised pay on various indicators and the most important safety parameters
	2-20 Process to determine remuneration					
	2-21 Annual total compensation ratio			S1. CEO Pay Ratio		Available in the Corporate Governance Report

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GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy				5,6,10-13	
	2-23 Policy commitments		ESG Governance		5,6,10-13	
	2-24 Embedding policy commitments		ESG Governance		5,6,10-13	
	2-25 Processes to remediate negative impacts	Ecological Impact Management: EM-SV-160a.2 Critical Incident Risk Management: EM-SV-540a.1	Critical Incident Risk Management		5,6,10-13	
	2-26 Mechanisms for seeking advice and raising concerns					Available in the Corporate Governance Report
	2-27 Compliance with laws and regulations		Business Ethics and Payment Transparency		8, 10-13, 19-20	
	2-28 Membership Associations		Aligned			
	2-29 Approach to stakeholder engagement				15	
	2-30 Collective bargaining agreements					Not permissible as per UAE Law

Index – GRI, ADX, ISSB continued

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Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics				16	
	3-2 List of material topics				16	
Economic performance						
GRI 3: Material Topics 2021	3-3 Management of material topics				60-61	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed				60	
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics				53	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage				53	
	202-2 Proportion of senior management hired from the local community			S11. Nationalization	53	
Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics				63-63	Further details found in the Corporate Governance Report
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported				13	
	203-2 Significant indirect economic impacts				63	

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Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics			G4. Supplier Code of conduct	62-63	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers				63	
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics & Transparency: EM-SV-510a.1	Business Ethics and Payment Transparency	G5. Ethics & Prevention of Corruption	19-20	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption				20	
	205-2 Communication and training about anti-corruption policies and procedures				19	
	205-3 Confirmed incidents of corruption and actions taken				19	
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics			E7. Environmental Operations	40	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Emissions Reduction Services & Fuels Management: EM-SV-110a.1	Energy mix	E3. Energy Usage E5. Energy Mix	40	
	302-4 Reduction of energy consumption				40	
	302-5 Reductions in energy requirements of products and services				40	

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Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management Services: EM-SV-140a.1, EM-SV-140a.2 Chemical Impacts: EM-SV-150a.2	Water management		45	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		Water management, Spills		45	
	303-2 Management of water discharge-related impacts		Water management, Spills	E6. Water Usage E7. Environmental Operation	45	
	303-3 Water withdrawal		Water management		45	
	303-4 Water discharge				45	
	303-5 Water consumption			E6. Water Usage	45	
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Ecological Impact Management: EM-SV-160a.2			44	
	304-2 Significant impacts of activities, products and services on biodiversity				44	
	304-3 Habitats protected or restored				44	

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Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	Emissions Reduction Services & Fuels Management: EM-SV-110a.2		E7. Environmental Operations E10. Climate Risk Mitigation	35-40	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	S2.29 – S2.32	Scope 1	E1. GHG Emissions	39	
	305-2 Energy indirect (Scope 2) GHG emissions	S2.29 – S2.32	Scope 2	E1. GHG Emissions	39	
	305-3 Other indirect (Scope 3) GHG emissions	S2.29 – S2.32	Scope 3			Not reporting - Scope 3 is reported by ADNOC Group
	305-4 GHG emissions intensity		Intensity	E2. Emissions Intensity	39	
	305-5 Reduction of GHG emissions		GHG management action plan		35-40	
	305-6 Emissions of ozone-depleting substances (ODS)		Additional air emissions for contractor		38	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Additional climate reporting considerations Additional air emissions for contractor Flaring/Venting		38	

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Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics		Waste Management		48-49	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		Waste Management, Hazardous Material Assessment		48	
	306-2 Management of significant waste-related impacts		Responsible Asset Recycling Policy, Number of assets recycled during reporting periods, Waste Management, Hazardous Material Assessment		48-49	
	306-3 Waste generated		Waste Management, Hazardous Material Assessment		48	
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics			G4. Supplier Code of Conduct	62-63	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria				62	
	308-2 Negative environmental impacts in the supply chain and actions taken				62	

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GRI STANDARD	GRI DISCLOSURES	ISSB DISCLOSURES	IADC DISCLOSURES	ADX ESG Guidelines Reference Number	LOCATION	OMISSION
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics				51	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover			S3. Employee Turnover	51	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees			S5. Temporary Worker Ratio	51	
	401-3 Parental leave				51	
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Workforce Health & Safety: EM-SV-320a.2	Verification Methodology	S8. Global Health and Safety	23-28	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Workforce Health & Safety: EM-SV-320a.2			23-28	
	403-2 Hazard identification, risk assessment, and incident investigation				2, 28, 30	
	403-3 Occupational health services				27-28	

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GRI STANDARD	GRI DISCLOSURES	ISSB DISCLOSURES	IADC DISCLOSURES	ADX ESG Guidelines Reference Number	LOCATION	OMISSION
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety				26-27	
	403-5 Worker training on occupational health and safety	Workforce Health & Safety: EM-SV-320a.1	Training and competency		25-26	
	403-6 Promotion of worker health		Health and Wellness		28	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				23-28	
	403-8 Workers covered by an occupational health and safety management system				28	
	403-9 Work-related injuries	Workforce Health & Safety: EM-SV-320a.1	Safety Metrics, Lost Time Safety Metrics	S7. Injury rate	26	
	403-10 Work-related ill health	Workforce Health & Safety: EM-SV-320a.1	Safety Metrics, Lost Time Safety Metrics		26	
Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics		Training and competency		58	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee				58	
	404-2 Programs for upgrading employee skills and transition assistance programs				58	

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GRI STANDARD	GRI DISCLOSURES	ISSB DISCLOSURES	IADC DISCLOSURES	ADX ESG Guidelines Reference Number	LOCATION	OMISSION
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics		Information pertaining to efforts to support diversity, equality, and inclusion		54-57	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees			S4. Gender Diversity G1. Board Diversity	18	
	405-2 Ratio of basic salary and remuneration of women to men				54	
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3 Management of material topics		Labor Rights			Further details found in the Corporate Governance Report
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk					
Security practices						
GRI 3: Material Topics 2021	3-3 Management of material topics				33	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures			S10. Human Rights	33	
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics				64	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs			S12. Community Investment	64	

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GRI STANDARD	GRI DISCLOSURES	ISSB DISCLOSURES	IADC DISCLOSURES	ADX ESG Guidelines Reference Number	LOCATION	OMISSION
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics			G4. Supplier Code of Conduct	62-63	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria				62	
	414-2 Negative social impacts in the supply chain and actions taken				62	
Public policy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Management of the Legal & Regulatory Environment: EM-SV-530a.1				Not applicable in the UAE
GRI 415: Public Policy 2016	415-1 Political contributions					
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics		Business Ethics and Payment Transparency		21	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data			G6. Data Privacy	21	

Restatements

Security Practices disclosures will be amended as per the GRI definition in 2024.

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