

# CONTRIBUTE TO DEVELOPING A SUSTAINABLE FUTURE

## **2019 Sustainability Report**





**King Salman bin Abdulaziz Al Saud**  
Custodian of the Two Holy Mosques



**HRH Prince Mohammed bin Salman  
bin Abdulaziz Al Saud**  
Crown Prince, Deputy Prime Minister and  
Minister of Defense

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# ABOUT THIS REPORT

(102-46, 102-53, 102-54)

We are proud to present Sadara's second Sustainability Report, covering the environmental, social and economic performance for the year 2019.

The report's boundaries have been set to include the full facilities of Sadara, including the Jubail site in Industrial City II and the Sadara Business Complex (SBC), located in Jubail's First Industrial Support Area.

This report has been prepared in accordance with the GRI Standards: Core option and has been subjected to a thorough internal review to ensure that all data and information are as accurate as possible. This transparent practice shares the efforts and challenges related to Sadara's sustainability performance,

showcasing our commitment to developing a sustainable future for Sadara and tracking improvements and setbacks as they arise.

Sadara welcomes any feedback and comments regarding this Sustainability Report, and any suggestions for improving future editions.

## Sadara Sustainability Team

For any concern or queries, feel free to contact us at:  
[sustainability@sadara.com](mailto:sustainability@sadara.com)

Showcasing  
Sadara's  
commitment  
to developing a  
**sustainable  
future**

Prepared in  
accordance with the  
**GRI standards**

# MESSAGE FROM THE CEO



“

Our sustainability strategy will remain focused on three foundations: Sadara’s corporate strategy, Saudi Arabia’s Vision 2030 and Sustainable Development Goals (SDGs). ”

This Report highlights the company’s efforts to address the main pillars of Sustainability: Economy, Environment and Social Responsibility. At Sadara, we believe that our Sustainability framework helps us to tackle any problems in this area and create innovative solutions for them. Furthermore, our Sustainability efforts contribute to the Saudi Kingdom’s national transformation under Vision 2030.

The year 2019 marks our second year of operation, with numerous milestones in safety, productivity, capacity and performance. We ended the year with more than 16 million safe working hours without any lost-time injuries, and this reflects a real and sustainable commitment toward safety as one of our core values.

In January 2019, the Saudi Customs Authority certified Sadara as an Authorized Economic Operator. In September, Sadara became the first Saudi Aramco joint venture to receive Responsible Care® certification. We value our responsibility toward community environmental awareness; we have received the Jubail Environmental Sponsorship Award for the third year in a row.

As our sustainability journey continues, our commitment expands. This year we established the Sadara Sustainability Committee, which directly reports to the Management Committee. The Sadara Sustainability Committee is developing an ambitious Sustainability Roadmap for the company. The Committee will also focus on stakeholder concerns to better prioritize our materials and activities. As a new and growing company, Sadara realizes that such a dynamic approach requires swift and agile responses to the changes around us. Our sustainability strategy will remain focused on three foundations: Sadara’s corporate strategy, Saudi Arabia’s Vision 2030 and Sustainable Development Goals (SDGs). Our annual Sustainability Report will streamline our efforts and achievements, moving us towards a more sustainable future.

**Dr. Faisal Al-Faqeer**  
Chief Executive Officer  
(102-14)

# SUSTAINABILITY COMMITTEE CHAIRMAN'S MESSAGE



“

We are committed to developing a detailed stakeholder engagement strategy and a comprehensive materiality assessment. ”

At Sadara, we know that sustainability is no longer an optional add-on, but a necessity. That being said, Sadara's sustainability commitment is an integral part of our corporate framework. Today our sustainability efforts are governed by a committee - the Sadara Sustainability Committee - linked to our Management Committee (MC).

At Sadara, the transformations that our country, the region and the world are experiencing are integral to the running of the business. We are committed to developing a detailed stakeholder engagement strategy and a comprehensive materiality assessment. Our sustainability strategy builds commitment, provides a foundation for decision-making and enables better planning, project management and measurement. It serves as a roadmap to boost shareholder trust and increase profit in a sustainable and ethical way by taking ownership of corporate decisions and improving them with a clear medium- to long-term vision. Sadara's sustainability strategy features four main Pillars:

Our First Pillar of Sustainability focuses on people - our most valuable asset. Sadara hires and retains the very best talent. We maintain a competitive employee value proposition and strive to create a positive work environment and a fulfilling work-life balance. The safety of our people, assets and equipment is a high business priority.

The Second Pillar focuses on production processes to minimize the consumption of natural resources and minimize our environmental impact. Sadara's strategy features a detailed Greenhouse Gas (GHG) and Footprint management program to ensure that we are on the right track.

Our Third Sustainability Pillar focuses on profit in the national sense - on how Sadara can contribute to the national economy by improving local content in our country. Our high-quality products can be used to develop diverse new industries in Jubail's PlasChem Park.

Our Fourth Pillar focuses on engaging with the local community by providing support, development, awareness and partnership to achieve the highest social impacts.

We realize that we are in the early stages of this sustainability journey; however, it is one that is certain to be both exciting and rewarding.

**Dr. Abdullah Alahmari**

Vice President,  
Business & Services  
Sustainability  
Committee Chairman  
(102-14)

# ABOUT SADARA

(102-2, 102-4, 102-7)

The Sadara Chemical Company (Sadara) is a joint venture developed by Saudi Aramco and The Dow Chemical Company (Dow).

Located in Jubail Industrial City II, Saudi Arabia, Sadara is changing the game in the Middle East's chemical industry by bringing new technologies and other innovative processes to the region in an integrated manufacturing complex, which is the largest ever built in a single phase. The multi-billion-dollar complex consists of 26 manufacturing plants 14 of which are completely new to the Kingdom. Annually, the plants produce more than 3 million metric tons of value-adding chemicals and plastics.

Sadara is the only chemical company in the Middle East to use refinery liquids, such as naphtha, as feedstock. By using

best-in-class technologies to crack liquid feedstock, Sadara enables many industries that either currently do not exist in Saudi Arabia, or only exist through imports of raw materials. Its high-performance plastics and chemicals will be used to make products that serve the Kingdom's growing middle class and those in emerging economies around the world.

## 03

**million metric tons**  
value-adding chemicals  
and plastics annually

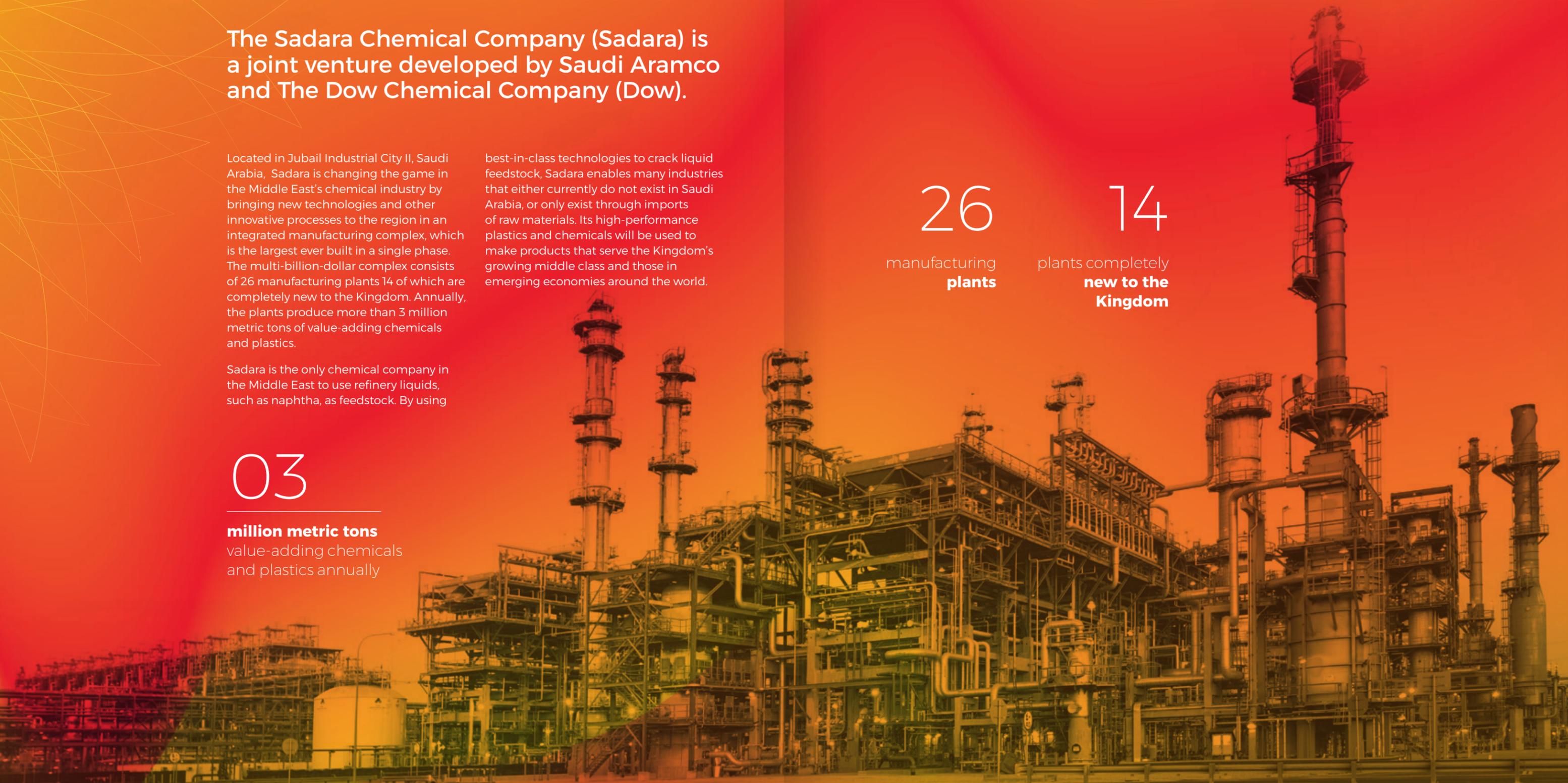
**World's largest** integrated  
manufacturing complex ever  
built in a single phase.

## 26

manufacturing  
**plants**

## 14

plants completely  
**new to the  
Kingdom**



Never before, anywhere in the world, has an integrated chemical complex of this size and sophistication been built in a single phase. By bringing in new, state-of-art technologies to produce new products, Sadara is adding new value chains to transform the Kingdom's existing chemical landscape.

Sadara won the award for Best Oil & Gas Project of the Year in Saudi Arabia in the Middle East Economic Digest (MEED) Quality Awards for Projects Competition. The MEED Quality Awards for Projects recognized that the construction element of the project delivery held significant value and upheld quality throughout the project's entire life cycle. Likewise, it made a significant contribution to society and the environment.



**Sadara is adding new value chains to transform** the Kingdom's existing chemical



“ **Sadara won the MEED Quality award** under Best Oil & Gas Project of the Year in Saudi Arabia category ”

## OUR VISION

Lead the evolution of the chemical industry by creating value for Sadara, **Saudi Arabia and the world.**

## OUR MISSION

Producing chemicals via innovative technologies and operational excellence to enable value-adding products, **improved quality of life and a diversified Saudi economy.**



# OUR VALUES

(102-16)



## INTEGRITY

I lead by example and I am consistent in my decisions. I believe in transparency, setting clear goals and expectations. I am trustworthy, and I deliver on my promises.

## LEARNING & GROWTH

I support clear career-path opportunities for all employees. I favor a self-development culture, and I explore training options, mentoring and other employee engagement and development opportunities.

## EFFICIENCY & EFFECTIVENESS

I plan and execute with clear goals in mind and change course when needed. I make timely decisions with the right people, based on facts and data. I take full ownership of my actions and am accountable for them.

## TEAMWORK

I encourage healthy exchange of ideas and opinions. I have faith in the integrity, character and abilities of my team members. I work well with colleagues of diverse values, backgrounds, experiences, and talents.

## SAFETY

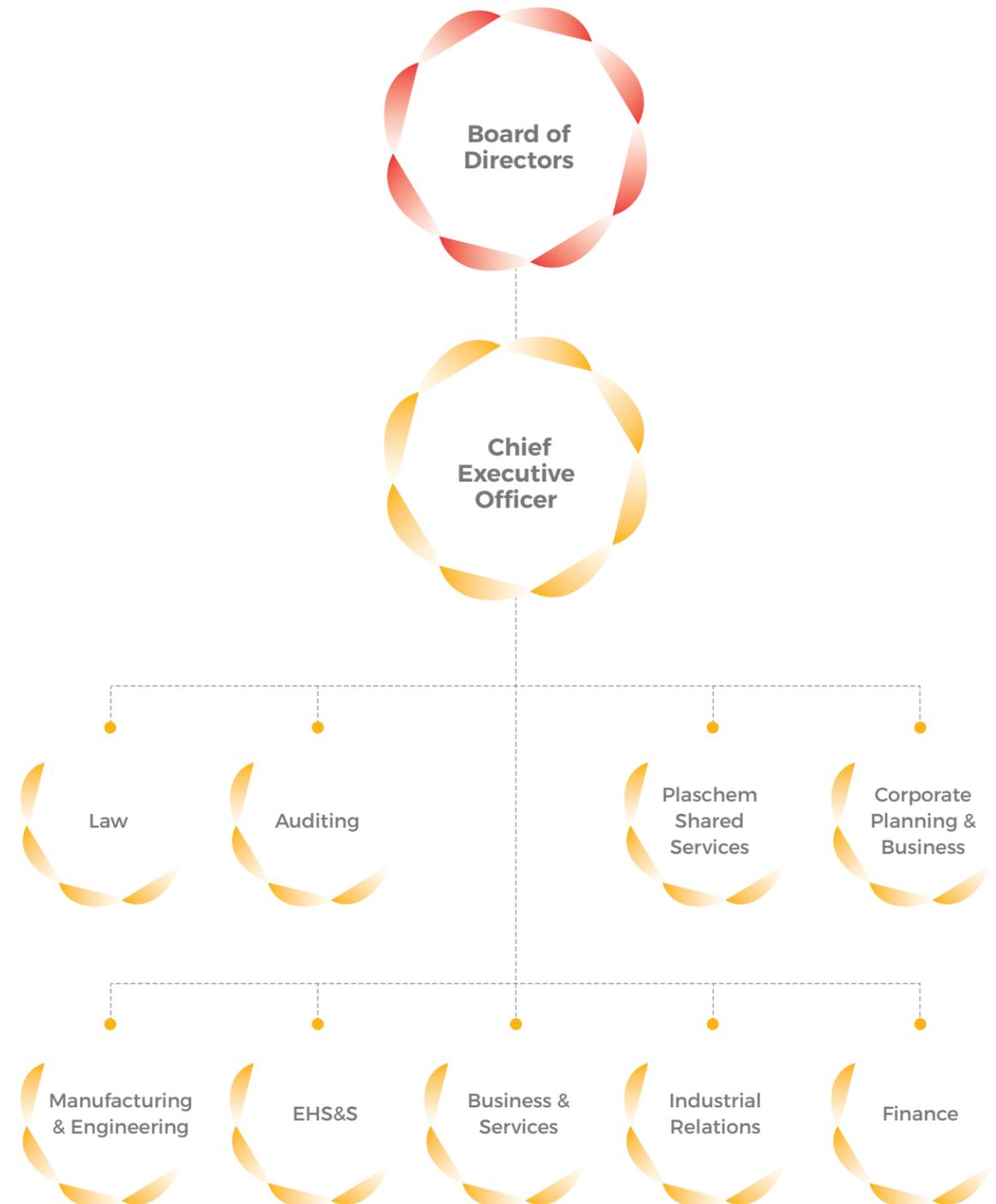
Safety is a priority in every decision and action I take. I set safety expectations within my team and with my direct reports. I intervene quickly and welcome intervention.

# 2019 HIGHLIGHTS



# SADARA ORGANIZATION

(102-18)



# SADARA PRODUCTS

Sadara utilizes new technologies to create innovative products and adding new value chains to transform the existing chemical industry landscape in Saudi Arabia.

Our diversified products are the building blocks used in high-performance, flexible packaging, hygiene and medical applications, chemicals and additives for the oil and gas industry, chemicals for water treatment, soaps, detergents, cosmetics and other personal care products in addition to adhesives, brake fluids and car seats for the automotive industry.

Additionally, Sadara is introducing the first Polyurethane (Isocyanates and Polyols) plants to the Kingdom. Other plants produce Elastomers, Ethylene Amines, Propylene Glycol, Butyl Glycol Ether and Solution Polyethylene, among other chemicals.



## ISOCYANATES

These are key ingredients used in the production of polyurethane rigid foams, flexible foams, polyurethane systems formulations, and many other specialty applications.



## POLYETHER POLYOLS

These chemicals are used in the production of polyurethane to develop flexible foams, coatings, adhesive, sealants and elastomers for a variety of markets and applications.



## POLYOLEFIN ELASTOMERS

Chemicals in this family are used for highly specified applications in consumer goods, membranes, transport and building and construction applications.



## GLYCOL ETHERS

These chemicals have a wide range of properties and are used in many applications, including electronics, coatings and surface and industrial cleaners.



## AMINES

The chemicals in this family have a broad range of properties and are used in various applications, from wood treating and pharmaceutical processing to coatings and consumer products.



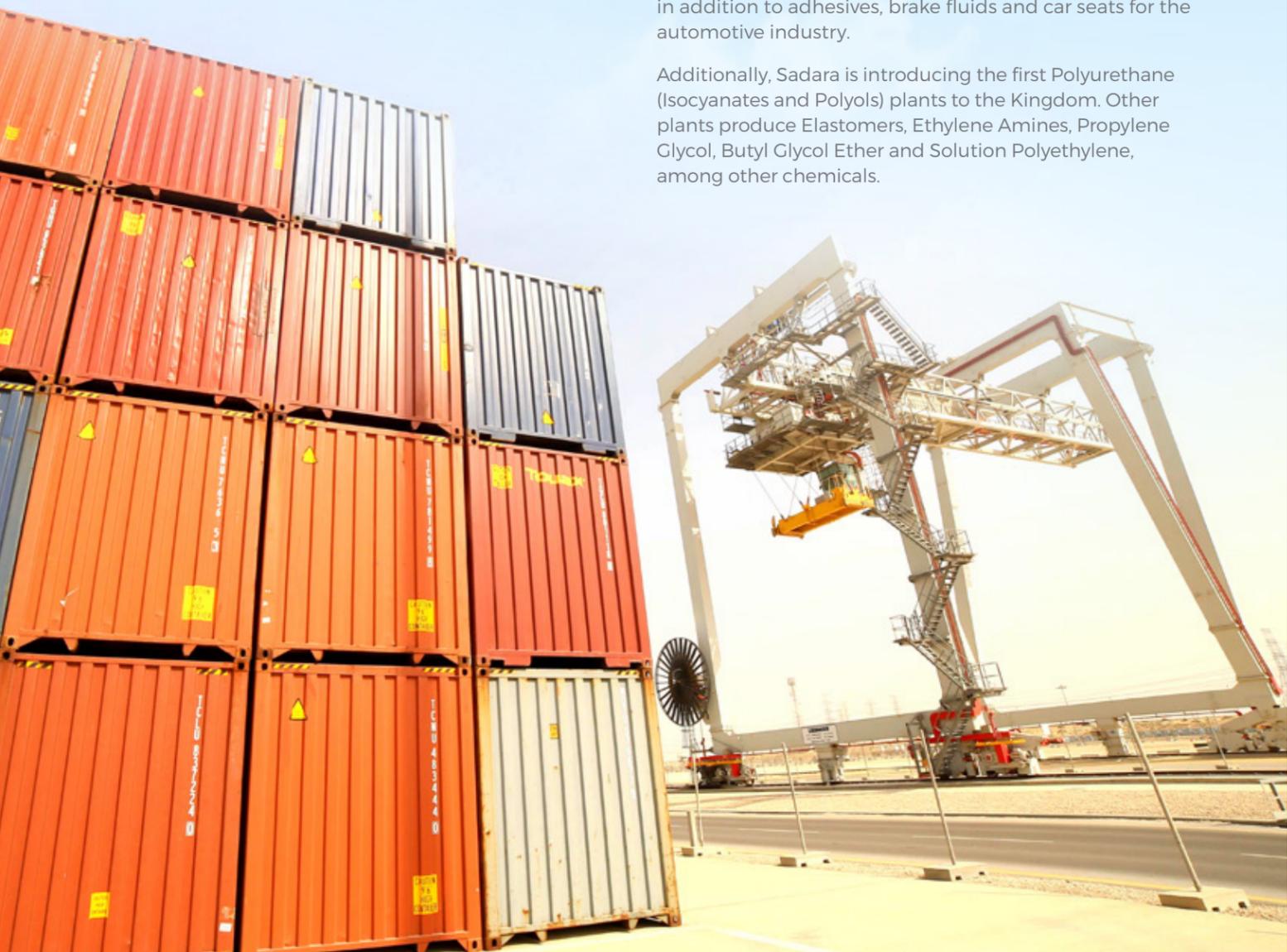
## PROPYLENE GLYCOL

This used in industrial applications such as fluids for de-icing aircraft and in high-purity form for pharmaceutical, food, flavouring and personal care products.



## POLYETHYLENE

Polyethylene is the most widely used of all plastics. Sadara's four plastic plants have world-class capacity and capabilities enabling them to produce various types of polyethylene. The four plants produce Linear Low-Density Polyethylene (LLDPE), High Density Polyethylene (HDPE), Low Density Polyethylene (LDPE) and a very low-density Polyethylene (Elastomers), which are now being produced in the Kingdom for the first time, thanks to advancements in Solution Technologies.



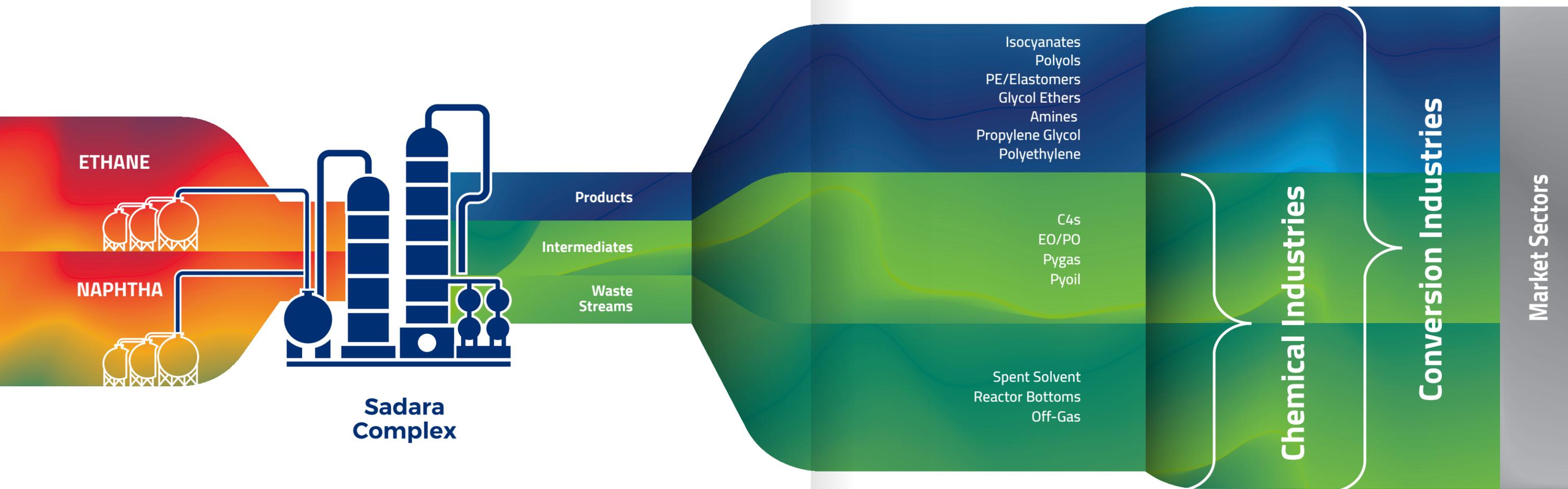
# MARKETING OVERVIEW & VALUE CHAIN

As Sadara transitioned from construction to operations, a marketing strategy was developed to establish visibility on the market, position its brand and promote its name within the industry.

Sadara operates in a business environment currently defined by low oil prices and evolving markets. Accordingly, we guarantee that the goods and services delivered are of the highest quality, while placing a strong emphasis on safety, contribution to cost optimization and collaboration, positioning Sadara as a true game-changer.

Sadara is the first facility in the Kingdom to produce specialty items such as High Alpha Olefin Polyethylene resin, Elastomer resin, Polyol, Co-Polymer Polyol,

Isocyanate and Glycol Products. These high-value polymers and chemicals enable them to serve higher value applications, enabling customers to diversify their production. Sadara provides a dedicated service to each client thanks to an established commercial team, technical support and the development of existing products, new products and market applications.



- Specialty Films
- Household Products
- PU Systems
- Adhesives/ Sealant
- Paints & Coatings
- Laminates
- Oil & Gas Chemicals
- Detergents

- Water Treatment
- Cables
- Construction Materials
- Misc Compounding
- Furniture/ Insulation
- Automotive Fluids
- Auto Components



## SADARA CERTIFICATES & MAJOR ACHIEVEMENTS

### RESPONSIBLE CARE® RC14001

Sadara is the first-ever Saudi Aramco joint venture to obtain Responsible Care® RC14001 certification. This achievement demonstrates our commitment to sustainability as an essential part of business.

Responsible Care® is an international, voluntary initiative developed to drive continuous improvement and achieve excellence in environmental, health, safety and security performance by companies in the chemical industry.

**RC14001:2015** certification combines the Responsible Care® initiative with the International Organization for Standardization (ISO) certificate in Environmental Management System Standard (ISO 14001:2015).



### AUTHORIZED ECONOMIC OPERATOR (AEO)

Sadara has been awarded certification as an Authorized Economic Operator (AEO) by the Saudi Customs Authority. This certification proves the quality, reliability and safety of Sadara's supply chain processes. It also underscores Sadara's ability to operate at a very high level, reliably manufacturing and delivering its full range of products to Sadara customers wherever they may be. AEO status will help to expedite Sadara's imports and exports, reducing customs inspections and holding times for shipments and cutting administrative fees, among other benefits. To achieve certification, Sadara was required to meet a number of Saudi Customs criteria in specific areas, including demonstrating compliance with regulations, a satisfactory system for managing commercial records, financial viability, a positive record of cooperation and numerous levels of security.



### ROSPA GOLD AWARD

Sadara was honored with a Gold Medal in the Occupational Health and Safety Award of Great Britain's Royal Society for Prevention of Accidents (RoSPA). This was the fourth year in a row that Sadara won a RoSPA award. Sadara has received the Gold Medal twice between 2017 and 2019. These awards reflect Sadara's commitment to Occupational Health and Safety for the benefit of its workforce and community.

RoSPA is one of the most prestigious awards sought by international businesses in the Occupational Health and Safety field. Sadara has proven, with its robust safety management system and leadership safety practices, to be a strong contender among Occupational Health and Safety industry leaders.



# ISO 9001 CERTIFICATION FOR ADDITIONAL 6 PLANTS

As soon as Sadara entered the phase of stable operations, management began the process of certifying its operational process in an effort to maintain high levels of operation and management quality systems. In addition to previous ISO certificates that Sadara obtained for Polymer Envelope plants (Trains 1, 2, 3, and 4), Sadara achieved ISO 9001 certification for an additional 6 plants: PMDI, TDI, BGE, PO/PG, Amines and Polyols. These certificates were awarded to Sadara from the first audit. The certification and accreditation body is the German company TUV SUD.





### GPCA SUPPLY CHAIN EXCELLENCE AWARD

Sadara was recognized by the Gulf Petrochemicals and Chemicals Association (GPCA) at its Supply Chain Excellence Awards that took place at the annual GPCA Supply Chain Conference. Sadara was honored in the Innovation category, for its Supply Chain Operating Model for Isocyanates Products.



## SADARA'S MEMBERSHIP OF ASSOCIATION

(102-13)

01



Gulf Petrochemicals and Chemicals Association  
GPCA

[www.gpca.org.ae](http://www.gpca.org.ae)

03



Jubail Area Mutual Aid Association  
JAMAA

[www.jamaa.org.sa](http://www.jamaa.org.sa)

05



Center for Chemical Process Safety  
CCPS

[www.aiche.org/ccps](http://www.aiche.org/ccps)

07



International Association of Business Communicators  
IABC

[www.iabc.com](http://www.iabc.com)

02



The European Petrochemical Association  
EPCA

[www.epca.eu](http://www.epca.eu)

04



ASIS International

[www.asisonline.org](http://www.asisonline.org)

06



European Chemical Industry Council  
Cefic

[www.cefic.org](http://www.cefic.org)

# SUSTAINABILITY IN SADARA

Sadara started focusing on sustainability as soon as most of its operational units became active in 2017.

At that time, Sadara created a dedicated sustainability division in the Environmental, Health and Safety (EHS) business line, whose major responsibility was to promote a culture of sustainability among employees and develop sustainability systems for the company.

In 2019, with the stabilization of operations and the successful achievement of recognition and certificates in various areas, Sadara established a comprehensive Sustainability Committee directly linked with the company CEO and Management Committee, and headed by the Business & Services Vice President.



**2017** Dedicated **Sustainability Division** created in the EHS business line

During the year 2019, Sadara conducted an in-depth exercise to identify related interest in the **Saudi Vision 2030 and the Sustainable Development Goals**



**2019**  
Sustainability  
Committee  
established

# SUSTAINABILITY DRIVERS (102-12)

The scope of Sadara's sustainability committee is to develop long-term sustainability goals aligned with Sadara's corporate strategy, the Saudi vision and the United Nation's Sustainable Development Goals (SDGs). Sadara's sustainability committee aims to unify the sustainability definition within the organisation and better identify the material topics that will define the future sustainability roadmap.

During the year 2019, Sadara conducted an in-depth exercise to identify related interest in the Saudi Vision 2030 and the Sustainable Development Goals for which the company actively contributes both through core and non-core business. This exercise represents the first milestone to map Sadara's contribution toward local and global sustainable development and will help the organisation to define the future sustainability strategy.

## SADARA BUSINESS STRATEGY

**1 SAFETY**



**2 OPERATIONAL EXCELLENCE**



**3 VALUE GENERATION & GROWTH**



**4 ORGANIZATIONAL DEVELOPEMENT**



## SAUDI VISION 2030

**1 VIBRANT SOCIETY**



**2 THRIVING ECONOMY**



**3 AMBITIOUS NATION**



## UN-SDG's



**1 NO POVERTY**



**2 ZERO HUNGER**



**3 GOOD HEALTH AND WELL-BEING**



**4 QUALITY EDUCATION**



**5 GENDER EQUALITY**



**6 CLEAN WATER AND SANITATION**



**7 AFFORDABLE AND CLEAN ENERGY**



**8 DECENT WORK AND ECONOMIC GROWTH**



**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**



**10 REDUCED INEQUALITIES**



**11 SUSTAINABLE CITIES AND COMMUNITIES**



**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**



**13 CLIMATE ACTION**



**14 LIFE BELOW WATER**



**15 LIFE ON LAND**



**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**



**17 PARTNERSHIPS FOR THE GOALS**



# SADARA STAKEHOLDERS (102-40, 102-42, 102-43, 102-44)

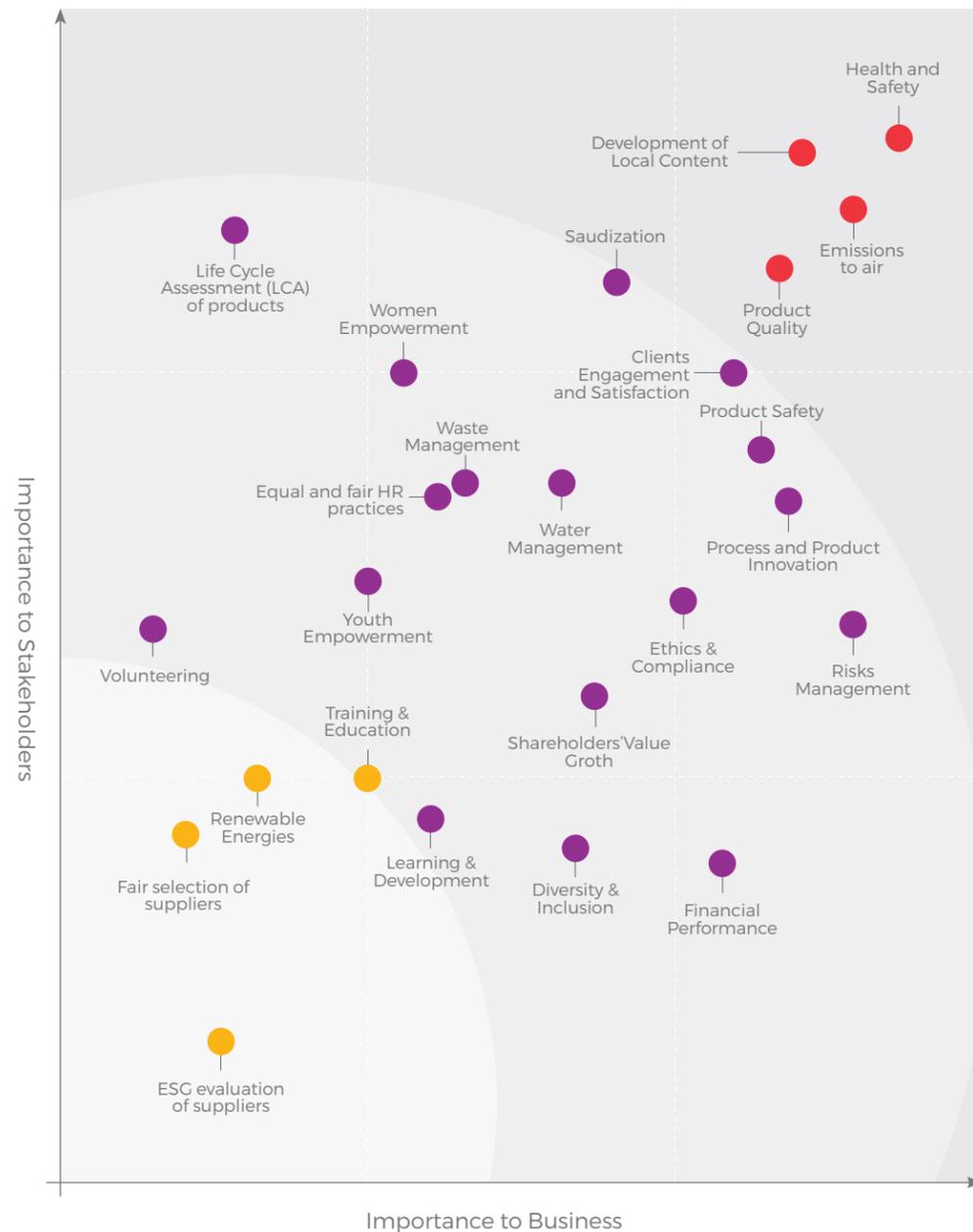
The needs and interests of Sadara's stakeholders are the main drivers for setting our business strategy. Sadara utilizes a dynamic tool to identify the company's stakeholders and their main concerns and to highlight and annually review the mechanisms of engagement.

STAKEHOLDER GROUPS	STAKEHOLDERS' CONCERNS	ENGAGEMENT MECHANISM
Owners	<ul style="list-style-type: none"> <li>Financial Performance</li> <li>Business growth</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meeting</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>Compliance</li> <li>Risk Management</li> <li>Process safety</li> <li>Cyber security</li> </ul>	<ul style="list-style-type: none"> <li>Weekly/Monthly/Yearly meetings</li> <li>Official communications</li> </ul>
Employees & Families	<ul style="list-style-type: none"> <li>Health &amp; Safety</li> <li>Human capital improvement</li> <li>Job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Town hall meetings</li> <li>Engagement surveys</li> <li>Employee's family social programs</li> </ul>
Lenders and Lender Consultants	<ul style="list-style-type: none"> <li>Financial performance</li> <li>Business growth</li> <li>Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meetings</li> <li>Quarterly updates</li> </ul>
Insurers	<ul style="list-style-type: none"> <li>Cyber security</li> <li>Regulatory compliance</li> <li>Risk management</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meetings</li> <li>Quarterly updates</li> </ul>
Community	<ul style="list-style-type: none"> <li>Environmental responsibility</li> <li>Community Engagement</li> <li>Social responsibility</li> <li>Waste management</li> <li>Renewable resources (energy &amp; water)</li> </ul>	<ul style="list-style-type: none"> <li>Market disclosures</li> <li>Quarterly and yearly updates</li> <li>Community Social programs</li> <li>Community events &amp; sponsorship</li> <li>Social campaigns</li> </ul>
Customers	<ul style="list-style-type: none"> <li>High quality products</li> <li>Customer services</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and yearly presentations</li> <li>Marketing campaigns</li> <li>Business need analysis &amp; surveys</li> </ul>
Partners & Suppliers	<ul style="list-style-type: none"> <li>Stable supply chain</li> <li>Process safety</li> <li>On-time payment</li> <li>Cooperation and development</li> </ul>	<ul style="list-style-type: none"> <li>Daily/Weekly/Monthly/Yearly meetings</li> <li>Business development meetings</li> <li>Constant Support</li> </ul>
Neighbors	<ul style="list-style-type: none"> <li>Process safety</li> <li>Environmental responsibility</li> <li>Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Periodical meetings</li> <li>Exchange knowledge</li> <li>Social &amp; technical engagement</li> <li>Emergency response support</li> </ul>
Industry Peers	<ul style="list-style-type: none"> <li>Market share</li> <li>Business growth</li> </ul>	<ul style="list-style-type: none"> <li>Periodical meetings</li> <li>Share best practices</li> <li>Social &amp; technical engagement</li> <li>Emergency response support</li> </ul>
Associations	<ul style="list-style-type: none"> <li>Regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Membership</li> <li>Business development meetings</li> <li>Annual survey</li> </ul>
Media	<ul style="list-style-type: none"> <li>Business ethics</li> <li>Governance Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Official contacts</li> <li>Media conferences</li> </ul>

# MATERIALITY ANALYSIS (102-46, 102-47)

After mapping our stakeholders and identifying their priorities in relation to the core business, Sadara developed a list of material topics based on background research of the industry, benchmarking and stakeholders' concerns.

## Sadara Materiality Matrix



Following the definition of the material topics and with the help of an external sustainability consulting firm, to avoid possible bias, Sadara conducted an assessment exercise to understand which sustainability areas are the most important for the company to focus on in order to define future projects.

The results of this exercise are highlighted in the following materiality matrix, where the topics closer to the top-right corner are those of most importance for Sadara and its stakeholders.

# RISK MANAGEMENT

Sadara has a corporate governance function that oversees Risk Management practices within the company. Within its scope is the identification of internal and external risks, coordinating with all functions a proper response strategy to oversee the implementation of the plans related to risk mitigation. The objectives of the Enterprise Risk Management (ERM) are:



## TECHNICAL

Optimized technical performance with a minimized number of outages.

**ERM support: focus on avoiding disruptions due to equipment failure, loss of data systems, interruption to feedstock, product contamination or disruption in the supply chain.**

## SAFE WORKING

A safe working environment with minimized Lost time Injuries (LTIs) and adherence to safety standards from all visitors and contractors.

**ERM support: focus on preventing serious industrial accidents or security incidents.**

## COMPLIANCE

Compliance with all legal and regulatory requirements.

**ERM support: focus on avoiding sanctions over compliance failure by addressing possible workforce issues, the loss of intellectual property or the compromise of environmental permits.**

## FINANCIAL

Optimized financial performance and ability to meet financial obligations.

**ERM support: focus on avoiding the adverse effects resulting from strategic drivers such as fluctuations in commodity prices; interest rates; exchange rates; additional or unforeseen costs or taxes; loss of freedom of movement; or threat from emerging technologies**

# SUSTAINABILITY INITIATIVES (102-12)



## GPCA RESPONSIBLE CARE® CONFERENCE AND 10TH ANNIVERSARY

The Gulf Petrochemicals and Chemicals Association (GPCA) celebrated its 10th anniversary at a conference conducted for the first time at the King Abdullah

Cultural Center in Jubail Industrial City under the theme “Responsible Care® Celebrating a Decade of Excellence.” The event was held under the patronage of HRH Prince Saud Bin Nayef bin Abdulaziz Al Saud, Governor of the Kingdom’s Eastern Province. Sadara, as Platinum Sponsor of the event, was actively involved throughout the conference and operated an exhibition booth focused on sustainable practices.



## CAPACITY BUILDING: 3-DAY COMPREHENSIVE TRAINING PROGRAM

For Sadara, sustainability is on everyone’s agenda. This year, to increase awareness in all departments of how sustainable behaviors can be promoted and practiced, a capacity building training course was designed and conducted.

Twenty-three employees from different departments participated in the course and became sustainability ambassadors for their departments.

The program was a collection of knowledge, discussion, exercises and case studies covering historical background, drivers of sustainability, ethical responsibility, sustainability reporting and carbon footprint monitoring. Participants became knowledgeable on Sadara’s sustainability strategy and actively participated in collecting the data for this report.



## OPERATION CLEAN SWEEP (OCS)

Operation Clean Sweep (OCS) is an international programme to help plastics industry operations reduce the accidental loss of pellets, flakes and powder from processing facilities into the environment. This initiative comes as part of Sadara’s responsibility towards preserving water quality and wildlife, resulting in an increase in operational efficiency due to the reduction of waste in production processes.

As member of this initiative, Sadara is committed to establishing written procedures and checklists for the program, educating transportation partners and sharing best management practices.



## GPCA ANNUAL CONFERENCE AND SUSTAINABILITY PRACTICES

During the 14th Annual Forum of the Gulf Petrochemicals and Chemicals Association (GPCA) held in Dubai (UAE) in December 2019, Sadara delivered a presentation on its sustainable strategy toward achieving growth as part of the GPCA Sustainability Zone. It is fixed within the company’s beliefs that by sharing its sustainability commitment, there is a great opportunity to raise awareness among peers and across the industry as a whole. The business strategy is to establish new connections and renew existing ones.



# ECONOMY

(103-1, 103-2, 103-3)

Sadara's Jubail complex is the largest integrated chemical complex ever to be built in one phase. Construction of facilities began in 2013 and in September 2015, the first utility units were commissioned.

The first Solution Polyethylene products were produced in December 2015, followed by Mixed Feed Cracker operations in August 2016 - the only mixed feed unit in the Gulf region and the largest of its kind in the world at the time. By the end of 2017, all units were operational, and the complex was running at more than 90% efficiency.

Sadara successfully achieved an important milestone in 2018, when it completed the Creditors Reliability Test. This test demonstrated that Sadara can produce at the rate and environmental efficiency for which it was designed. Sadara is

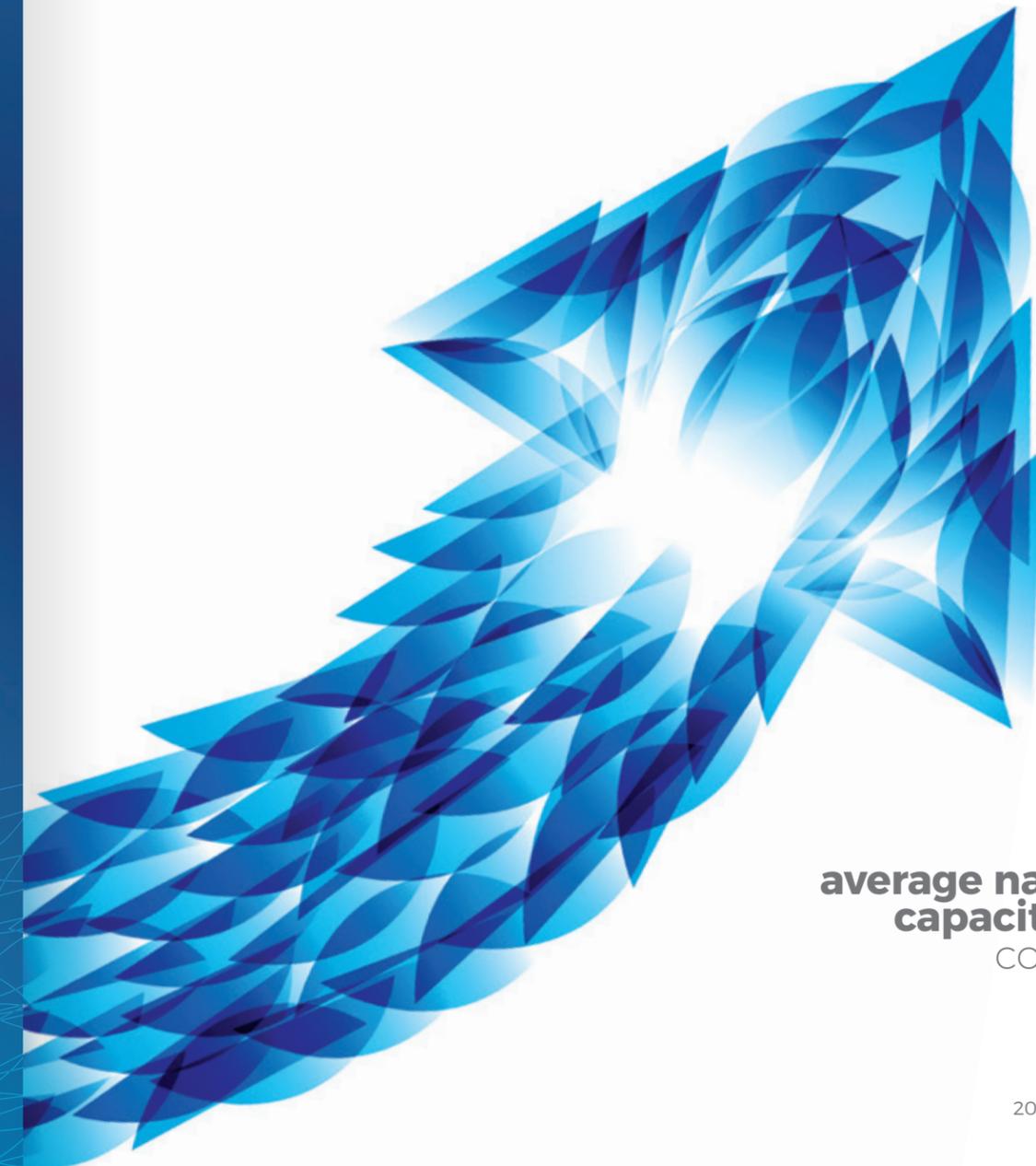
now a fully operational chemical complex committed to improving site performance, giving priority to personal safety and environmental protection and pursuing production in a sustainable manner.

Following the progress of the previous year, 2019 signalled an increment in Sadara's productivity, improving overall site performance and reaching 97% of average name-plate plant capacity: a 1% increment compared to 2018. ons for improving future editions.

For any concern or queries, feel free to contact us at: [sustainability@sadara.com](mailto:sustainability@sadara.com)

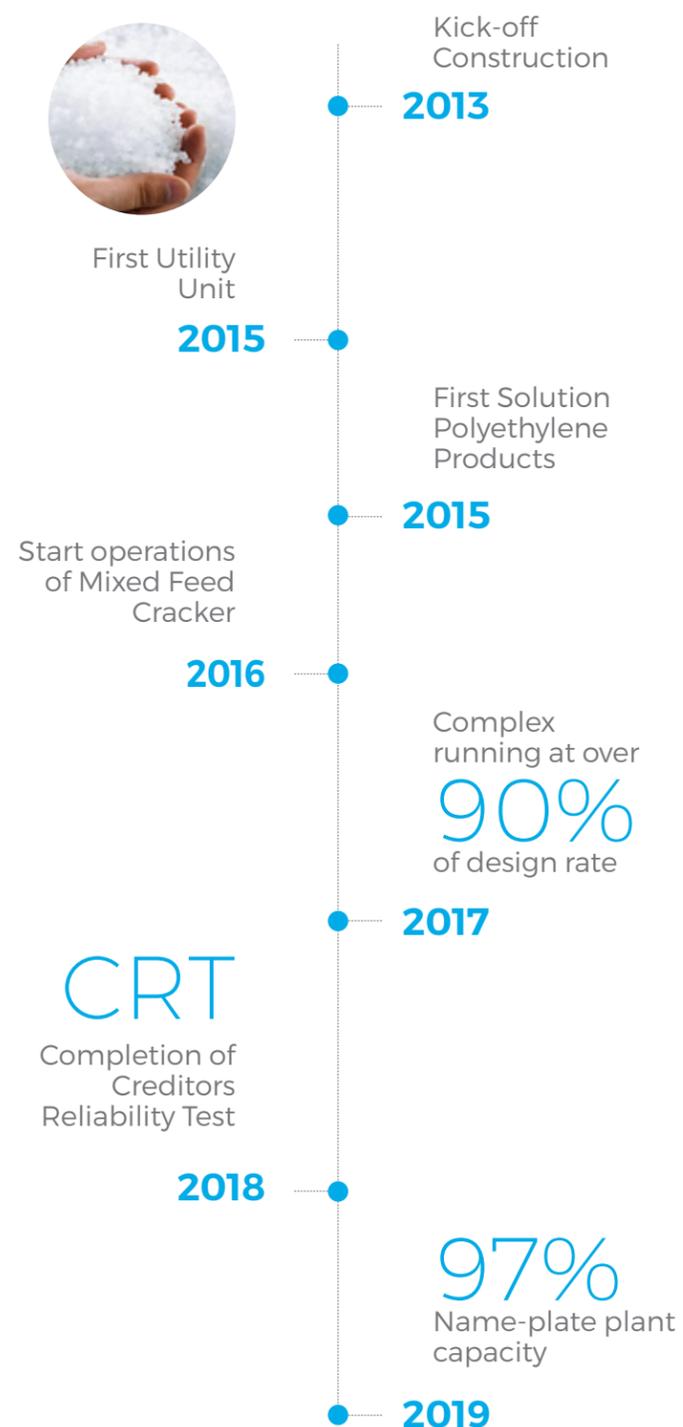
## 2019 signalled an increment

in Sadara's productivity, improving overall site performance



**97%**  
average name-plate plant capacity: 1% increment compared to 2018.

# SADARA OPERATION TIMELINE



# FINANCIAL PERFORMANCE SUMMARY

(201-1)

In 2019, the company's sales corresponded to SR 10.1 billion. The increase in net loss was the result of lower product prices, in addition to an asset impairment provision that was recorded at SR 9.2 billion, based on a recently conducted impairment test.



## Financial Performance Summary

Metric	2017	2018	2019
	SAR(000)		
Sales / Revenue	7,484,880	13,115,351	10,108,354
Total Profit (Loss)	(1,039,609)	(909,874)	(11,474,895)
Profit (Loss) Operational	(2,829,285)	(1,478,326)	(11,962,462)
Net Profit (Loss) after Zakat & Tax	(4,873,466)	(3,860,030)	(14,486,100)
Total Comprehensive Income	(4,878,848)	(3,765,815)	(15,226,931)

# JUBAIL PLASCHEM PARK

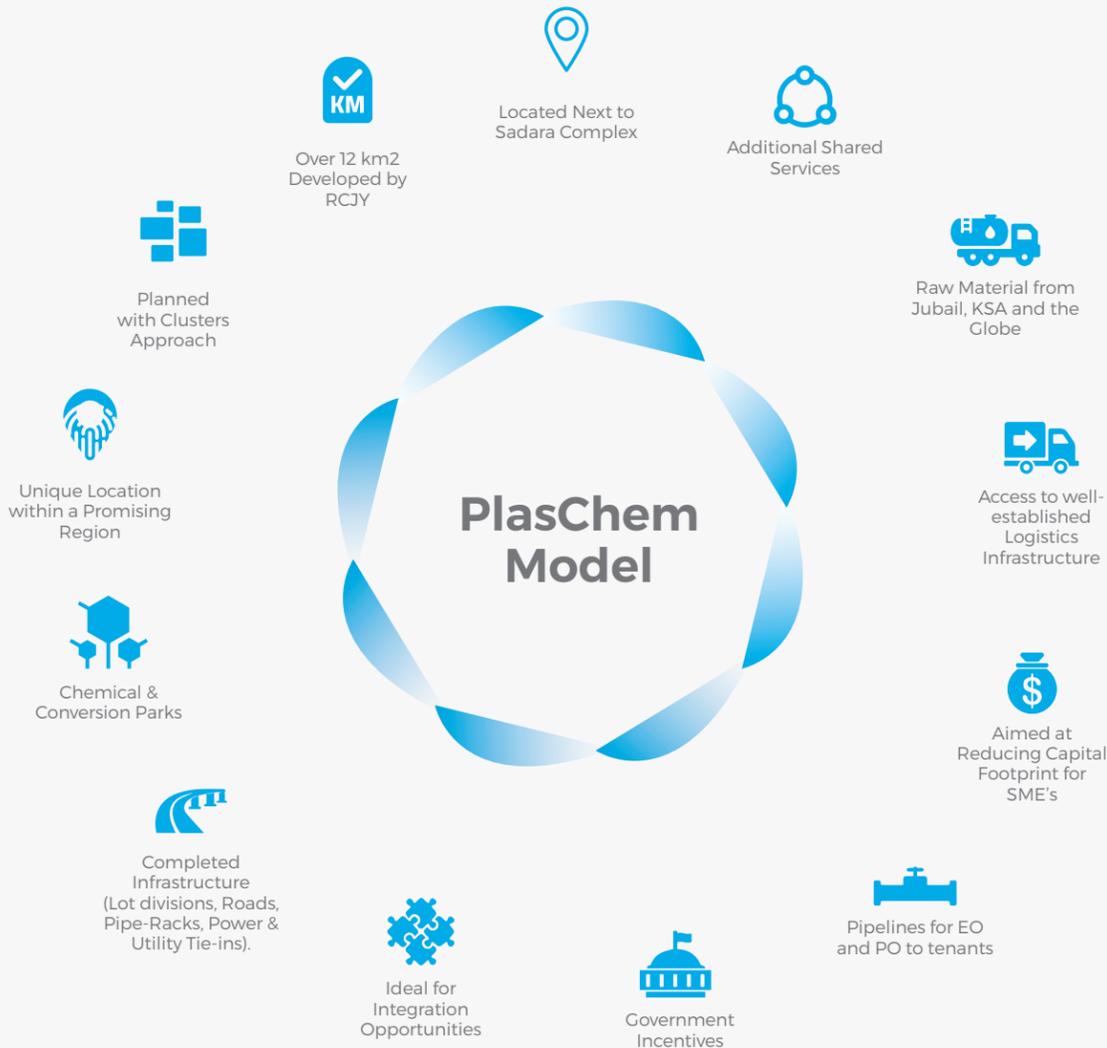
(103-1, 103-2, 103-3, 203-1, 203-2)

Plaschem Park is a 12-square-kilometer site in Jubail Industrial City II, located next to Sadara's manufacturing complex and devoted exclusively to chemical and conversion industries that make direct or indirect use of Sadara's products and raw materials from other suppliers.

PlasChem Park, a collaboration between Sadara and the Royal Commission for Jubail and Yanbu, is uniquely positioned to enable and support downstream opportunities in many applications and market segments, including oil and gas chemicals, home, personal and industrial cleaners, water treatment, gas treatment, packaging and hygiene films, polyurethane (PU) value chain for coating, adhesives,

sealant, insulations and comfort business application, and many others.

PlasChem Park will add value to the Saudi economy by encouraging local downstream manufacturing and job creation. It is completely aligned with the goals of the Vision 2030 economic transformation.





## SURFACTANT DETERGENT COMPANY AT PLASCHEM PARK

The Saudi-Korean joint venture Surfactant Detergent Company (SDC) broke ground at PlasChem Park, paving the way for construction activities to produce raw materials for detergent applications, serving companies in the Kingdom and

surrounding region. SDC is the first company in the region to use SFC's advanced technology to produce surfactants. Under long-term supply agreements, Sadara will supply Ethylene Oxide (EO) and Propylene Oxide (PO) to SDC via a pipeline.



## EO/PO PIPELINE AT PLASCHEM PARK

Sadara began construction activities on the Ethylene Oxide (EO) and Propylene Oxide (PO) Pipelines Project. The EO and PO pipeline transportation system will be the first of its kind in the Middle East and North Africa (MENA) region.

PlasChem Park investors will be able to receive Sadara's EO and PO products directly to their facilities, enabling on-demand production of end products for the Saudi market, as well as for further abroad.

The system will feature a manifold for distributing EO and PO to various PlasChem Park tenants. They will receive these feeds and other

inputs to produce diverse speciality products, such as oil and gas field chemicals, construction materials, detergents, home and personal care products, water treatment chemicals, mining chemicals, coating and paint applications, pharmaceutical goods and animal feed, among others. Oxide (EO) and Propylene Oxide (PO) to Halliburton via pipeline.

## SADARA AND BAKER HUGHES INK LONG-TERM CONTRACTS

Sadara and Baker Hughes have signed supply agreements through which Sadara will supply feedstock chemicals to a Baker Hughes chemical manufacturing facility in PlasChem Park as the first chemical manufacturing facility in Saudi Arabia for Baker Hughes. Sadara will supply ethylene oxide (EO) and propylene oxide (PO) via pipelines to the Baker Hughes facility for at least 20 years.



## HALLIBURTON AT PLASCHEM PARK

Construction activities began and continue to progress in this multi-million-dollar oil field chemical plant, the first of its kind in the region. The facility will provide a complete upstream, midstream and downstream chemical solutions engineered to drive high levels of In-Kingdom Total Value Add (IKTVA) program content, including people, training, development and exports. Sadara will supply Ethylene Oxide (EO) and Propylene Oxide (PO) to Halliburton via pipeline.



# LOCAL CONTENT DEVELOPMENT

(103-1, 103-2, 103-3, 204-1)

Since Sadara's inception in 2011, Sadara's Board of Directors recognized the impact of such a major project would have on the Kingdom's economy and people.

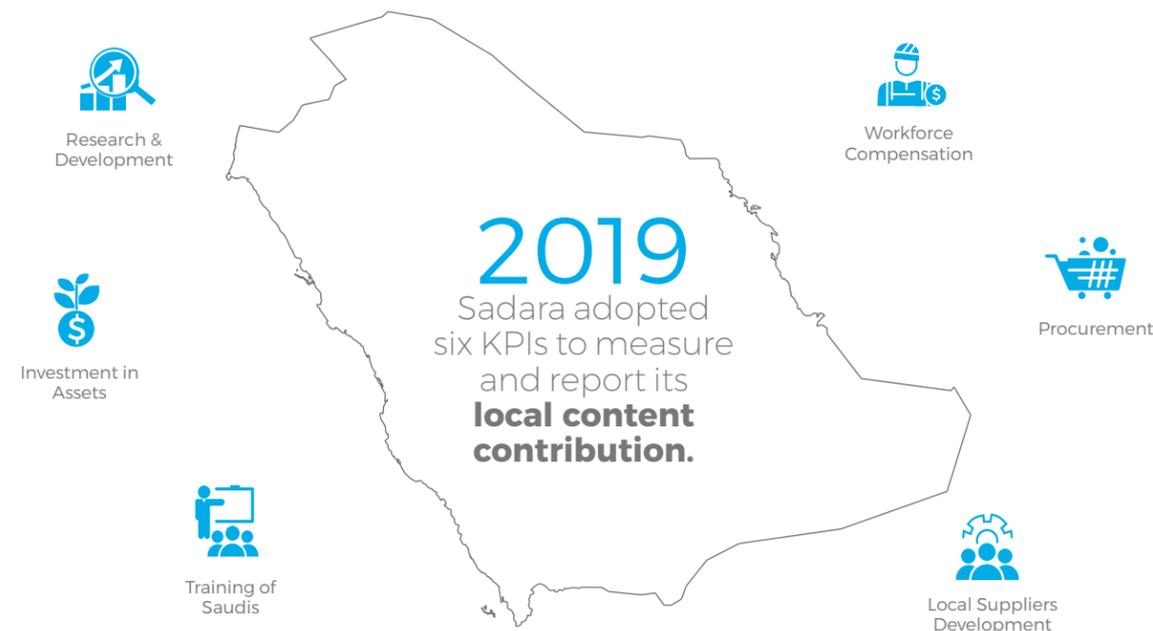
One of the first resolutions they approved was the Local Content Policy, a set of rules to embed local content in Sadara practices from project design to operation, and extended across all Sadara activities. The Local Content Policy covers different procurement areas from buying local goods and services and giving preference to Saudi contractors, to hiring and training Saudis to fill technical and management professions.

Sadara's influence and social footprint are determined by responsible spending, which positively impacts not only our

shareholders, suppliers and customers, but also extends to the communities where we operate. Therefore, we take a sustainable approach by having a supply chain consisting of local suppliers and businesses, assisting in building their capacity and training them on safety measures.

In 2019, Sadara reinforced its commitment towards the support of Saudi Arabia's Vision 2030 to enable a thriving economy by employing and training local people, buying from local markets, developing local suppliers, and investing in cutting edge technology.

In addition to Sadara's early engagement in 2018 with the Local Content and Government Procurement Authority - LCGPA (previously known as Namaa) and adoption of the National Local Content definition -- "Total spend in the Kingdom of Saudi Arabia that benefits the National Economy through participation of Saudi components within Labor, Assets, Goods & Services, and Technology" - **in 2019, Sadara adopted six KPIs to measure and report its local content contribution.**



A separate unit for Local Content Development was established in 2019 to integrate Local Content practices across Sadara's business strategies and decisions. This was followed by determining Sadara's Local Content baseline for the year 2018 through an approved third-party auditor by LCGPA. This measurement set the baseline and enabled Sadara to set Local Content targets, identify localisation

opportunities and embed Local Content in Procurement processes.

Throughout the year, Sadara engaged with strategic partners and suppliers and conducted awareness sessions to encourage them to improve their Local Content contribution within the Kingdom.

## SADARA LOCAL CONTENT 2019 HIGHLIGHTS

**80%**  
of our required materials and services came from local sources.

Average of **85%**  
of total spend since 2011 has gone towards local suppliers.

More than **50%**  
of our materials were procured from local manufacturers.

Sadara certified its Local Content baseline by LCGPA

Sadara is enhancing its procurement process to support local manufacturers and SMEs and develop their capabilities.

### Procurement Local Spending %



# SUPPORTING THE LOCAL ECONOMY THROUGH IN-KINGDOM ROADSHOW

In 2019 Sadara activated an ambitious plan to reach and engage with hundreds of local investors, business people, suppliers, manufacturers and SMEs in the Eastern Province and beyond.

The plan offered investment and business opportunities in the downstream and chemical industries with a major goal of supporting the diversification of the Kingdom's industrial economy by enabling value-added downstream industries and encouraging local content. This initiative came in parallel with the company's **international efforts to attract foreign investment in such sectors to serve the Kingdom's Vision 2030.**

Led by Sadara's CEO and members of the Management Committee, a cross-functional taskforce from

Business Development, Commercial, Local Content and Procurement Departments was established to ensure the achievement of the specified business targets, whether from an investment perspective or enabling local procurement. The team presented to the local business community Sadara's different products and the Jubail PlasChem Park investment opportunities as well as the company's local content plans and procurement process.

Moreover, and in order to achieve optimum results, Sadara has partnered with several

concerned entities to provide local businesspeople with all necessary information and support related to doing business in the downstream sector within the Kingdom. Partners included the Ministry of Energy, Industry and Mineral Resources, Saudi Aramco, Dow Chemical, the Royal Commission for Jubail, the Saudi Arabian General Investment Authority (SAGIA), the Saudi Industrial Development Fund (SIDF), Chambers of Commerce and the Small and Medium Enterprises General Authority (Monshaat).



**January 2019:** Jubail Business Council leaders of Asharqia Chamber (Eastern Province Chamber of Commerce), led by Fahad Al-Mesehel, Chairman of the Council's Board, visit Sadara to explore the company's potential investment & business opportunities.



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**March 2019:** The Governor of the Eastern Province HRH Prince Saud bin Naif bin Abdulaziz Al Saud and Energy Minister H.E. Khalid Al-Falih H.H. Prince Badr bin Muhammad bin Jalawi Al Saud, Governor of Al-Hasa, and Amin Nasser, president and CEO of Saudi Aramco meet Sadara team during Al-Ahsa Investment Forum that was organized by Al Ahsa Chamber of Commerce.



**April 2019:** Sadara showcases its business and PlasChem Park investment opportunities during Biban Asharqia Forum that was organized by the Small and Medium Enterprises General Authority (Monshaat) at the Dhahran International Exhibition Center (Dhahran Expo) in Dammam.



**April 2019:** Sadara conducts a major Business Day at Jeddah Chamber of Commerce in collaboration with the Ministry of Energy, Industry and Mineral Resources, the Royal Commission for Jubail, the Saudi Arabian General Investment Authority (SAGIA) and the Saudi Industrial Development Fund (SIDF).

**October 2019:** Sadara participates in the Automotive & Spare Parts Industry Forum & Exhibition organized by the Royal Commission for Jubail at King Abdullah Cultural Center in Jubail.

## SUPPLY CHAIN

(102-9)

### SUPPLIERS CODE OF CONDUCT

In pursuit of a joint, continuous effort to improve business integrity and operate in alignment with the highest ethical standards, Sadara's procurement team believes that for success, it is critical to be aware of and adhere to all applicable laws and regulations. Sadara's business relationships are founded on trust. As such, Sadara trusts its suppliers and their employees to hold themselves to the highest standards of honesty, fairness and personal integrity when conducting business. To help define expectations, Sadara has developed its Suppliers' Code of Conduct (or "Suppliers' Code"), which specifically addresses the areas where the company requires complete compliance and will exhibit no tolerance of violations.

The Sadara Supplier's Code is designed to provide the company's suppliers with guidelines on appropriate ethical conduct in the marketplace and when

dealing with other business entities and government agencies. The Supplier's Code does not replace the supplier's contractual agreements with Sadara, or company policies or applicable laws, but rather augments those obligations and highlights the areas where Sadara requires full compliance.

In a competitive global environment, the company inevitably encounters situations that will test awareness, judgment and integrity. The Supplier's Code provides a guide for addressing ethical questions before acting. It reflects Sadara's commitment to conducting business in an ethical, legal, safe, and environmentally and socially responsible manner. It requires each of its suppliers to share these aspirations and demonstrate this commitment to be considered for, or to continue to do, business with Sadara. Compliance with the provisions of the Supplier's Code is a contractual obligation.

Compliance with Sadara Supplier's code is a contractual obligation

#### Sadara Suppliers' Code



Key parameters to be considered for conducting business with Sadara

## SUPPLIER REGISTRATION, PRE-QUALIFICATION AND ASSESSMENT

It is of great importance to Sadara that strict controls are placed on the supply chain in order to ensure that human rights are upheld and negative impacts on the environment and people are kept to a minimum. Sadara works with suppliers who share our values and commitment to operating responsibly and ethically, using those who demonstrate a strong performance in EHS management.

It is important that our suppliers demonstrate a strong performance in the management of environmental, health and safety risks. Sadara has a program which assesses the EHS performance of our suppliers by performing onsite evaluations. The results of these assessments are factored into the supplier selection process. Where

improvement is needed, suppliers are given assistance in reduce risk with targeted training and coaching, along with action plans that call for timely upgrades of facilities and management systems. Supplier registration will cover supplier social assessment by reviewing: Company profile (providing information about the company including your business activities, size, business in the region etc.), Nitaqat certificate, industrial license, and General Organization for Social Insurance (GOSI) certificate.

Sadara verifies and monitors suppliers through formal assessment and audit programs. Assessments are administered through a pre-qualification committee, assembling a cross-functional team who can holistically assess a supplier's suitability to be approved. The Environment, Health & Safety (EHS) assessment program is one of the main assessment criteria for the pre-qualification committee which focuses on: HSE Policy Statement, HSE SMART Objectives, HSE Training Matrix, HSE Audit Procedure, and Copies of ISO 9001, ISO 14001 or OHSAS 18001 relevant to the company.



## 2019 ACHIEVEMENTS

In 2019, Sadara set a road transportation record for inbound raw materials and outbound finished products, marking the completion of 100,000 safe trips between the company's Jubail chemical complex and King Fahd Industrial Port (KFIP).

The milestone, recorded on September 26, covered inbound and outbound transportation from May 2017 and included:

Raw materials inbound:  
**3,660**  
trips (KFIP to Sadara)

Finished products outbound:  
**96,340**  
trips (Sadara to KFIP)



In 2019, Sadara's road transportation system passed the Responsible Care® RC14001 certification audit with no major incidents, another validation of best safety practices by the Site Logistics Division.



## SADARA BEGINS EXPORTING 'GREENER' TDI GRADE FROM JUBAIL PORT

Sadara teams are now exporting an additional, higher-value grade of TDI from King Fahd Industrial

Port (KFIP) to Europe to meet growing international demand for "greener" products.

The new grade of TDI, known as T80P, has lower levels of certain toxic chemicals, in response to requests from foam manufacturers in Europe who are addressing the growing demand for eco-friendly products.

# CUSTOMERS

(103-1, 103-2, 103-3, 416-1)

Sadara is dedicated to proactively addressing consumer demands and updating the product portfolio in a timely manner to maintain sustainable quality levels and competitive services, based on acquired market and consumer knowledge.

Valuable business knowledge relevant to the needs of consumers is communicated through ongoing meetings and workshops with Finance and Commercial executives, aligning company capabilities and strategic goals with the desires of consumers and with current market demands and potential growth opportunities. Sadara ensures timely delivery through all of the above activities and through proper planning and scheduling processes that utilize a corporate-wide extended sales and operations planning (ES&OP) structure.

## PRODUCT STEWARDSHIP

At Sadara, senior leadership has demonstrated clear Product Stewardship and commitment to EHS through their words, policies and actions, both internally and externally.

Product Stewardship covers the whole life cycle of products. Sadara is committed to ensuring that its products can be designed, manufactured, transported, stored, used, disposed and recycled with an appropriate regard for health, safety and environmental protection.

Sadara provides environmental and health and safety information on sales products to assist with safe handling through the Safety Data Sheet (SDS), Emergency Response Guide (ERG), and Product Labelling System.

At Sadara, we are offering comprehensive health, safety and environmental hazard

information on our products that are always kept up-to-date, this information is stored in the ERP and is available at Sadara site. This is accomplished with the help of the Product Safety Data Base, which is constantly updated. We also maintain Dangerous Goods Regulations for all Sadara products where we identify the mode of transport (i.e. road, rail, air and ocean) based on global regulations and Transportation of Dangerous Goods (TDG)

As part of this unique system, the process of the Product Safety module has been integrated with customer sales orders; the system automatically checks the safety, health and environmental information (Safety Data Sheet, Emergency Response Guide and Product Labelling) available and looks at the Dangerous Goods compliance at the time of order. When the reporting requirements are met, it releases the sales orders. When a failure is noticed the system blocks the shipment (such as the wrong mode of transportation or any missing EHS data) until further investigation is conducted.

**Sadara Product Stewardship covers the whole life cycle of products**

When a customer purchases a product from Sadara, the EHS information is updated and the corresponding Safety Data Sheet (SDS) is automatically distributed to the customer via our corporate distribution system.

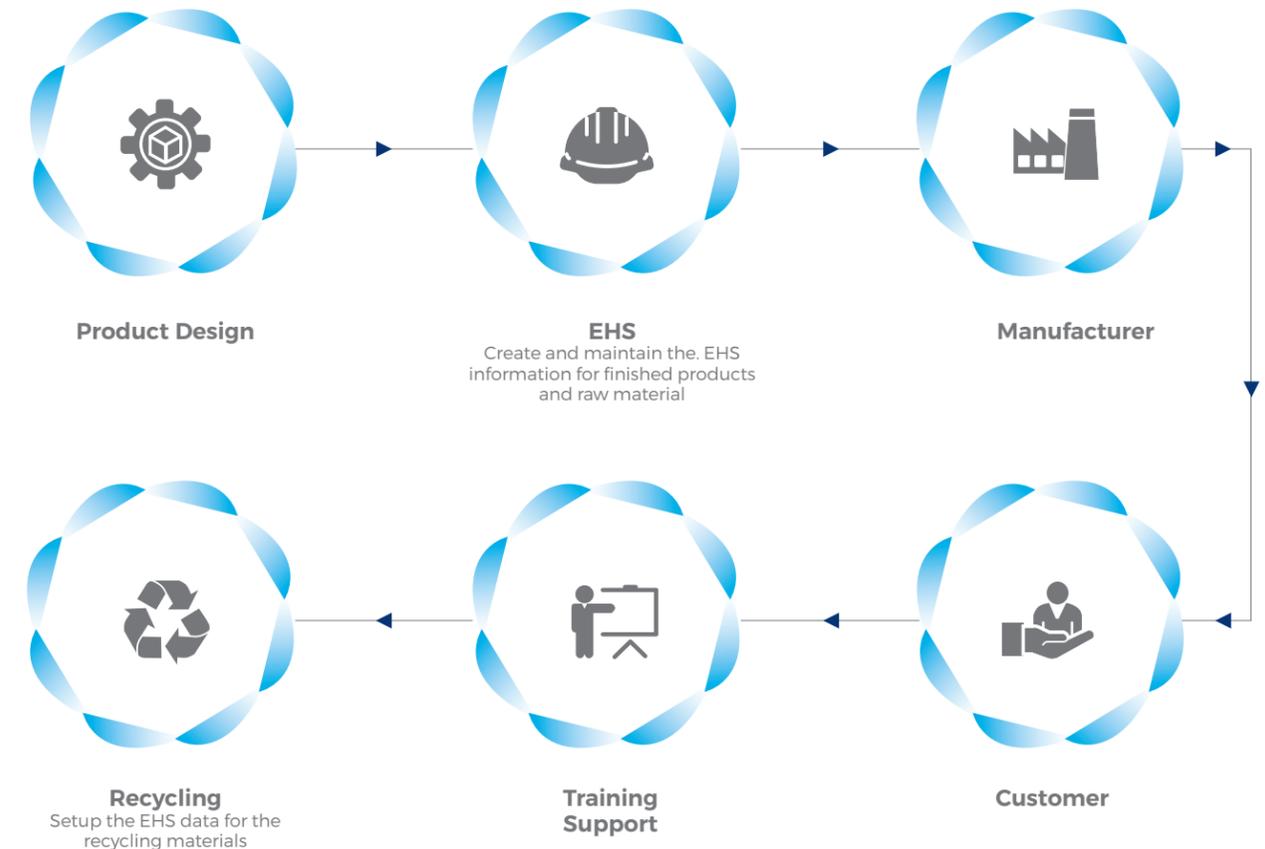
Additionally, Product Stewardship evaluates customers, especially regarding hazardous materials and suppliers training to make sure they are fully aware of environmental, health and safety concerns.

This approach clarifies the safe use and proper disposal of products, developing positive relationships with customers and identifying their needs. Our responsibility does not end after the sale and transfer of products.

Sadara also participates in relevant trade and industry associations, including the Gulf Petrochemicals and Chemicals Association (GPCA), and is a member of the Product Stewardship Task Force.

## PRODUCT STEWARDSHIP PROCESS IN SADARA

### Setup and loading EHS label and Data in SAP



## SADARA PRODUCT STEWARDSHIP FOUR AREAS

(103-1, 103-2, 103-3, 417-1)

### HAZARD COMMUNICATION

Promote the provision of chemical hazard for all the EHS documents (SDS, Label, Emergency Response Guide) communication and product stewardship. Educate Sadara members on chemical hazard communication and stewardship of chemicals. Enhance the awareness of members and the general public of new

developments in chemical hazard communications and the stewardship of chemicals. Provide guidance or technical expertise to a private group legislative body or government entity.

### MARKETING, SALES CUSTOMER SERVICE

Primary contact for downstream receivers of Sadara product. Influence customers to implement safe handling practices. Recognize the need for improvements. In customer practices. Evaluate and educate Sadara customers pre-sale and after service.

### SUPPORT SUPPLY CHAIN

Ensuring safe and secure product delivery (logistics) by completing the dangerous goods classification assessment for all products. Recognize a customer's handling and storage capabilities.

### REGULATORY & COMPLIANCE

Sadara product stewards team had the overall responsibility to manage product stewardship reviews, existing and emerging regulations, material registrations, manufacturing, distribution, packing and other requirements.

## CUSTOMER SATISFACTION

General customer satisfaction is demonstrated through a mix of voluntary polls and customer concerns. At Sadara, customer surveys are conducted on annual basis to collect clear feedback from both direct customers and national distributors.

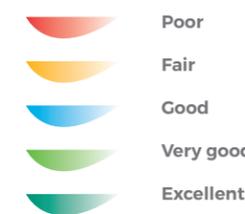
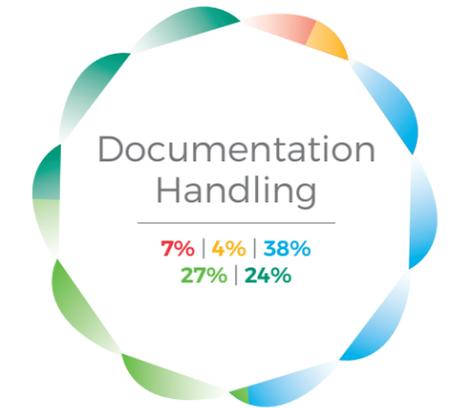
Sadara uses the Six-Sigma Defect Tracking Method per Million Opportunity (DPMO) for any customer complaints received. The

DPMO metric is based on the percentage of complaints versus count of shipping units and is then multiplied by 1 million to increase the sensitivity. Sadara achieved 4,542 DPMO in 2019 which represents a world-class performance within the petrochemical industry.



## SURVEY RESULTS

During 2019, Sadara launched a customer satisfaction survey covering different areas.

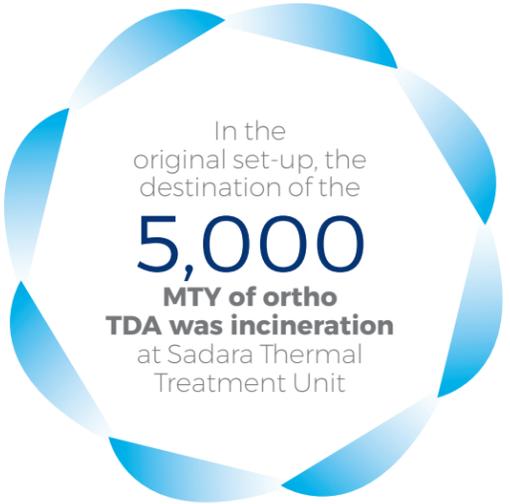


# VALUE GENERATION THROUGH INNOVATION

## SADARA WITH DOW GENERATE VALUE IN TDA

During the Hydrogenation reaction that produces Toluene Di Amine (TDA), an intermediate product used in the Toluene Di-Isocyanate plant (TDI), two isomers are manufactured, meta and ortho-TDA. Downstream of the TDA process, the isomers are separated by distillation and the meta isomers, equivalent to 97% of the total TDA volume, feed the TDI plant. The ortho isomers undesired in the TDI process are segregated in a storage tank.

In the original set-up, the destination of the 5,000 MTY of ortho TDA was incineration at Sadara Thermal Treatment Unit (TTU), but later, knowing the potential market value of the Ortho TDA, Sadara developed a project with Dow to supply the product to one of Dow's units in Europe to produce Rigid Polyols. This initiative generated a positive cash flow to Sadara while saving energy by avoiding the incineration process.



## INNOVATIVE SOLUTIONS IN CENTRAL ANALYTICAL LABORATORY (CAL)

As part of its commitment to quality, with an innovative internal effort by the Central Analytical Laboratory (CAL) team, Sadara managed a large sample flow using software that was internally designed to measure the performance and efficiency of the lab. This is a mandatory requirement for the Central Analytical Laboratory, which provides a centralized analytical testing service for 26 petrochemical plants in the complex. The centralized service is designed to receive and test around 500,000 samples per year.

In 2019, Sadara included problem-solving labs in CAL to support 26 plants. Many analytical methods have been internally developed, with excellent turnaround times and minimum chemical consumption to support the large number of samples and plants required. Sadara has an optimized method to reduce the use of chemical reagents and consumables/spare parts, which leads to huge cost savings and a tremendous reduction in Lab

chemical waste generation after each test. Sadara Central Lab introduced a unique Waste Management System that controls the amount of chemical waste generated from each Lab and avoids any Reactive Chemicals scenarios. This supports the Off-Site Material Management Unit (OSMMU) plant to manage the chemical waste.

Furthermore, Sadara is saving a massive amount of cooling water from being discharged through CAL, by providing the plant routine and analysis for ten cooling towers to be utilized in Sadara wastewater treatment activities.

### Centralised Analytical Testing:



## PROBLEM SOLVING FLOWSHEET



# PEOPLE

Sadara recognizes that its people are its most important asset. The company aims to recruit the best regional and global talent, while enriching the program to retain already acquired employees.

Sadara does so by offering them compelling employee value propositions and unique benefits such as housing, training and fast growth opportunities.

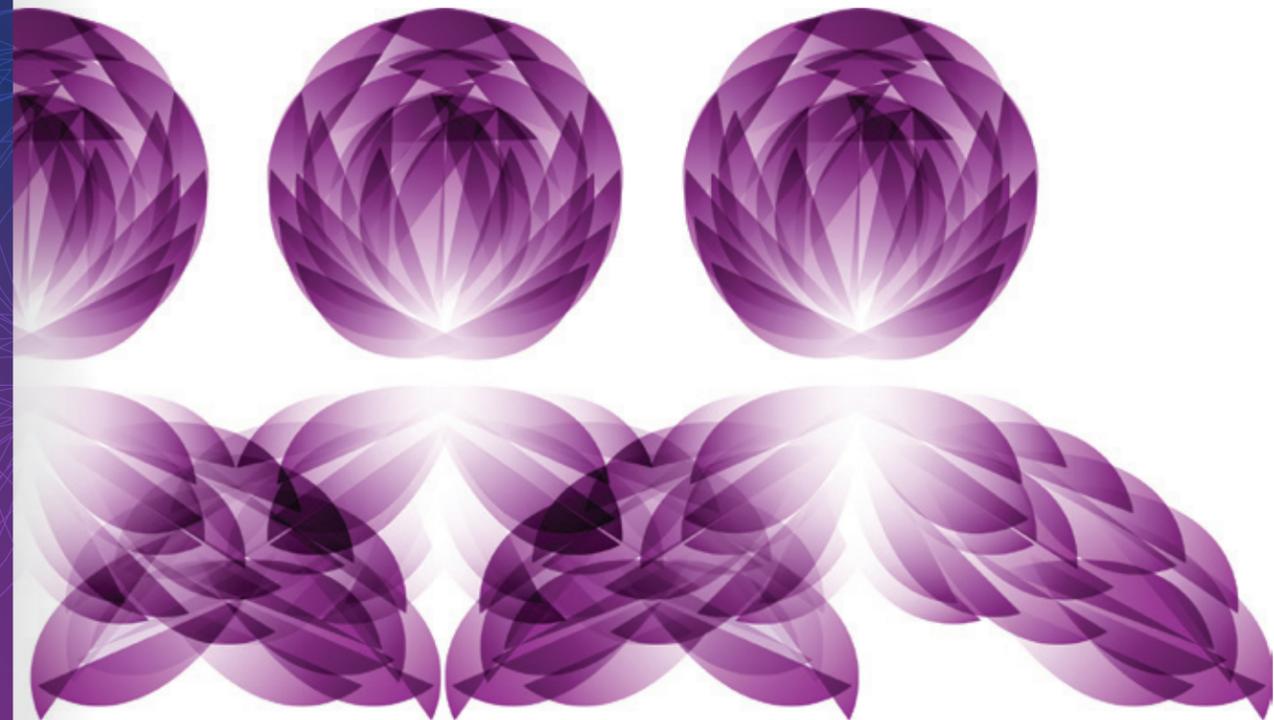
In collaboration with all departments, Sadara works to deliver the personal insight, skills, knowledge and attributes needed to develop a cooperative environment in the workplace. Sadara's goal is to create meaningful relationships and leverage diversity in the workforce. Sadara's workforce cuts across regional and cultural boundaries, bringing seasoned and qualified professionals as well as technical and skilled staff from at least 38 global labor markets under one roof.

38

global labor markets  
under one roof.

Sadara is a provider of equal opportunities for both  
**men and women**

Sadara is a provider of equal opportunities for both men and women, as enshrined in the Saudi Labor Law. The company has put in place a female employment strategy to increase the participation of women in its dynamic workforce, ensuring continuous professional development in all relevant fields. Sadara believes that women have a bigger role to play in the economic diversification of the Kingdom and the company aims to increase the percentage of women in the workforce, which today stands at 1.9%.



1.9%  
2019 Women Percentage in  
**Sadara Workforce**

(102-8, 103-1, 103-2, 103-3, 202-2, 401-1, 401-2, 405-1)

Sadara's Workforce	2017	2018	2019
Full-time employees	3,422	3,393	3,272
Saudization Rate	64%	67%	69%
Number of Women	54	44	61
Turnover Rate	4.9%	6.52%	7.1%
Employees in Chief Position Holder (CPH)	251	323	366
Saudization Rate in CPH	N/A	66%	72%

In 2019, after acknowledging the slight increase in the voluntary and involuntary turnover rate, Sadara engaged with its employees to understand the main concerns and launched the following initiatives in an effort to reduce the turnover rate, retain its employees and develop internal skills and capabilities in the long run.

## 01

### Educational support program:

This program encourages employees to enhance their career development through professional certification such as a degree or diploma and provides them with financial assistance of up to US\$ 5,000 for reimbursement of their tuition costs and other associated fees for each year until their education is complete. In 2019, 84 Sadara employees joined this program.

## 02

### Internal Hiring Program:

This program enables employees to apply for vacant positions within the company.

## 03

### Home Ownership Program:

This is a long-term program that is part of Sadara's Total Rewards strategy. It has two options to assist regular Saudi employees in owning their dream house:

a. The Home Loan Program started in the 1st quarter of the year 2019 and ended the year with 110 employees who benefited from the program. Sadara pays the interest on the home loans monthly; and also provides a one-time payment of SR 200,000.

b. The Ready-built House Program, on the other hand, was approved in 2019 and aims to provide employees in need with ready-built house on land given by the government to Sadara.

## TRAINING & DEVELOPMENT

(103-1,103-2,103-3, 404-1, 404-2)

Sadara's Human Capital Development (HCD) is responsible for designing and delivering talent and development interventions for the entire organization -- from para-professional to executive positions. During the span of their careers, Sadara's employees experience various types of programs and initiatives provided by HCD. The learning history of each employee is captured and tracked in a state-of-the-art learning management system.

In general, training and development services provided by HCD follow the 70-20-10 approach:



Specifically, HCD offers a variety of talent programs including as career and succession planning, High-Potential (HiPo), Individual development Plan (IDP), competency-based professional development, mentoring and coaching, internship, apprenticeship, On-the-Job-Training, Talent Foundation and leadership development programs. These programs are designed and delivered in collaboration with renown strategic partners, such as Franklin Covey, Oakwood and Nexant.

As shown in the training data below, the total number of employees that received training in 2019 decreased by more than half compared to 2018. That was due to the reduction in sub-contracted employees and the provision of only mandatory training for this category of employees. In 2019, the average hours of training per employee increased by 65% compared to 2018.

The average hours of training per employee increased by **65%** compared to 2018.

Trainings	2017	2018	2019
Average Hours / Employee	8	17	28
Average Hours / Male employee	8	17	28
Average Hours / Female employee	9	9	14
Average Hours / Leader	17	37	27
Average Hours / Professional	6	8	16
Average Hours / Non-Professional	4	5	38
Total Training Cost (US\$)	9,354,794	3,466,683	2,194,324
Total Number of employees receiving training	3,422	3,392	1,503
Training Cost / Employee (US\$)	2,734	1,022	1,460

## SAFETY TRAINING

(403-5)



**In-House Safety Training**  
 17 Courses  
 653 Sessions  
 8521 Participants  
 99% Compliance

**TRB Attendance Status**  
 275 Sessions  
 05 Departments  
 100% Compliance

**Vendor- Safety & Qualification Training**  
 12 Programs  
 383 Sessions  
 4213 Participants  
 94% Compliance

**Technical Training Program**  
 25 Programs  
 68 Sessions  
 621 Participants  
 93% Compliance

Safety Training*	2017	2018	2019
Number of Training Hours	46,391	32,881	41,134
Number of Participants	7,922	8,992	8,521

\*Safety Training Includes Sadara's Regulars, SMPs and Contractors.

## LEADERSHIP TRAINING PROGRAMS



**Sadara Leadership Development**  
 18 Programs  
 30 Sessions  
 422 Participants  
 98% Compliance

**Sadara Internship Training**  
 3 Batches  
 56 Interns  
 100% Compliance

**Sadara Workforce Development**  
 13 Programs  
 34 Sessions  
 477 Participants  
 94% Compliance

**Sadara Leadership Foundation**  
 1 batch  
 21 Participants  
 100% Compliance

**I. High Potential:** A focused development approach to identify, assess, develop, monitor and reward the accomplishments of the top 5%, which represents the organisation's High-Potential (HiPo) population.

**II. Sadara Leadership Development Program:** This program aims to develop a pipeline of future leaders across the organisation by enhancing their competencies, skillsets and associated behaviours aligned with the company's business goals.

**III. Leadership Foundation Development Program:** this program targets

Non-Professional leaders (Foremen - WACs and Team Leaders) for 3 months.

**IV. Leadership Development (Behavioral) Courses:** Influence and Leadership, 7 Habits for Managers, Critical Thinking, Strategic Thinking, Stress Management, Leading at the Speed of Trust, HR for Non-HR, Finance for Non-Finance and Business Ethics, etc.

**V. The Institute of Leadership & Management (ILM)** is a professional membership organization recognized globally for providing "best practice" leadership competency development.

ILM qualifications at Sadara includes ILM Level 3 Award (for supervisors, team leaders' positions), ILM Level 3 certificate (for Managerial positions), and ILM Level 5 Certificate (for Director positions).



## WORKFORCE DEVELOPMENT PROGRAMS:

- I. **Professional Development Courses:** 7 Habits of Highly Effective People, Influence for Result, 5 Choices for Efficient Task Management, Business Communication Skills for Professionals, Presentation Advantage, Project Management Essentials, Millennials @ Work, Stress Management, Strategic Thinking, Interview Skills, Teamwork. etc...
- II. **Technical Training Program:** This program aims to develop a qualified technical workforce to meet the company's business requirements.
- III. **Sadara Program for Operators and Technicians (SPOT):** A competency-based development program that enables the business to establish clear career progression and job qualification requirements for operators and technicians across the company.
- IV. **Sadara Professional Development Program (SPDP):** This program provides opportunities for participants to develop themselves into fully qualified employees, enabling them to perform productively in their current roles while preparing them for a future career path.
- V. **Mentorship Development Program:** This program seeks to create a cohesive learning relationship among employees that allows less-experienced employees to receive guidance from experienced employees who volunteer to act as mentors.
- VI. **Online Learning:** Provides quality online learning resources covering a wide range of training needs.

## CAREER ENHANCEMENT PROGRAMS

- I. **Educational Support and Professional Certification:** Sadara provides financial assistance to valued employees for continuing educational opportunities by reimbursing the cost incurred for certification, undergraduate, graduate and diploma degrees.
- II. **Out of Company Courses (OOC):** A sourced training program provided by accredited training vendors of Sadara.
- III. **Individual Development Plan (IDP):** A plan where Sadara employees sets his/her developmental goals based on Job-related competencies. **Women Empowerment: 'A Step Ahead' Career Fair in Riyadh** Sadara participated in the "A Step Ahead" Career Fair, the number-one female career fair and recruitment-related conference in the Kingdom, endorsed by the Ministry of Labor and the Human Resources Development Fund. The "A Step Ahead" Career Fair is a three-day program held from October 1-3 which is designed to upskill talented females and enrich their job-hunting opportunities as well as their social and personal skills, ensuring their continuous participation in efforts to achieve the Kingdom's Vision 2030. Sadara's sponsorship of "A Step Ahead" focuses on providing exciting career opportunities for women in a dynamic industry at the heart of Vision 2030, helping to diversify Sadara's teams and ensure continuous professional development in all relevant fields.

## WOMEN EMPOWERMENT: 'A STEP AHEAD' CAREER FAIR IN RIYADH

Sadara participated in the "A Step Ahead" Career Fair, the number-one female career fair and recruitment-related conference in the Kingdom, endorsed by the Ministry of Labor and the Human Resources Development Fund. The "A Step Ahead" Career Fair is a three-day program held from October 1-3 which is designed to upskill talented females and enrich their job-hunting opportunities as well as their social and personal skills, ensuring their continuous participation in efforts to achieve the Kingdom's Vision 2030. Sadara's sponsorship of "A Step Ahead" focuses on providing exciting career opportunities for women in a dynamic industry at the heart of Vision 2030, helping to diversify Sadara's teams and ensure continuous professional development in all relevant fields.



## OCCUPATIONAL SAFETY

(103-1, 103-2, 103-3, 403-1, 403-2, 403-4, 403-8, 403-9)

Sadara focuses on three key principles to drive its strategy and improve EHS culture.

The first principle is Management Engagement, a key factor in driving culture; from the Monthly Management Committee EHS Walkthrough to the Facility Management weekly EHS Walkthrough, where leadership is demonstrated at its best. The second principle is the EHS management system that was put in place, such as EHS audits, incident investigation and wake-up calls, near-miss reporting and improvements in contractors' safety performance. Lastly, people's commitment and sense of ownership played a big part in improving our EHS performance, from EHS awards and recognition to promotion and campaigns that motivated the work force and raised their awareness around safety. Sadara will keep striving to push forward and achieve milestones in the EHS field to reach safety excellence year by year.

Safety Indicators	2017	2018	2019
Employee Fatalities	0	0	0
Total Recordable Injury Rate	0.14	0.05	0.05
Contractor Employee Fatalities	0	0	0
PSCE Level 1 Rate	NA	0.04	0.03
PSCE Level 2 Rate	NA	0.05	0.04
SEVERE Motor Vehicle Accidents on Job	0	0	1
SEVERE Motor Vehicle Accidents off Job	7	8	2

### Total Injury Rate



## MANAGEMENT WALKTHROUGH

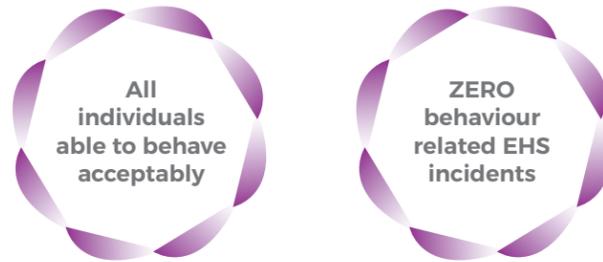
Sadara considers the safety of its people, assets and equipment as a high business priority. To demonstrate and ensure that this is well understood at every level of the organization, the CEO and his executive management team conduct a safety walkthrough at a different Sadara facility every month. The main objective of this program is to develop direct contact with field employees and listen to their perspectives on the challenges and obstacles surrounding safety that give them concern. The management walkthrough is a half-day program consisting of safety discussions, field observations and team meetings.



## BEHAVIOR-BASED PERFORMANCE

Behavior-Based Performance (BBP) is a work process through which work groups can identify, measure and change their habits and behavior. BBP is useful to promote safe behavior in organizations and create a culture of open communication among workers. In 2019, we saw an overwhelming response from all employees in terms of BBP Observations. We have seen the positive impact of this on the EHS culture and believe this contributed to 2019's record of ZERO lost time injuries. The analysis of the BBP in 2019, shows a need for an EHS focus on Safe Work Permit compliance and housekeeping in the future.

### BBP Process



### BBP Vision



## SADARA SAFETY FORUM

In 2019, Sadara held its first Contractor Safety Forum, with company leaders and contractors sharing knowledge on new methods and concepts in the field of safety. Sadara's goal at the forum was to sustain an effective relationship with contractors and to find a way of joining forces to achieve excellence in EHS performance.

The gathering included a panel discussion at which Sadara leadership responded to questions about contractors' relationships with the company and their common interest in raising the bar of safety for both employees and contractors.



## NEW LEADER REVIEW

In 2019, Sadara's Process Safety Unit launched a new evaluation program titled: "New Leader Review (NLR)". The NLR is scheduled within 90 days of an individual assuming a new managerial position in a plant and aims to assess the basic understanding of Reactive Chemicals and potential Process Hazards associated with plant operations.

### Keys features of the New Leader Review Program:

- During the program, new leaders have to demonstrate knowledge of Reactive Chemicals to a committee of knowledgeable experts, typically from the site or business reactive chemicals committee.
- New leaders are expected to go through specific standard preparations, prior to their evaluation.



# PEOPLE'S HEALTH

(403-3, 403-6, 403-7)

The health and wellbeing of the employees is of paramount importance to Sadara. The Health Services Department works tirelessly 24/7 to ensure that there is improvement year on year in the health and wellbeing of employees.

The Health Services Department works collaboratively with the Kingdom's Ministry of Health (MOH) to provide annual flu vaccinations to all employees. The department is currently at the forefront of preventing the spread of COVID-19 among Sadara employees.

## HEALTH SURVEILLANCE PROGRAMS

500 Employees

### Annual Medical Checkup in 2017-2019



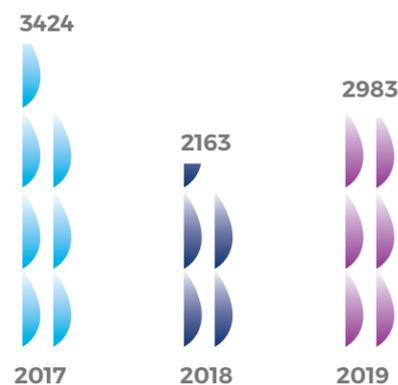
### Influenza Vaccination in 2017-2019



### Diabetes Campaign in 2017-2019



### Primary Health Care in 2017-2019



## HEARING PROTECTION AWARENESS CAMPAIGN

In 2019, Sadara conducted the Hearing Protection Awareness Campaign under theme "I'm In Charge of My Hearing" aiming to enhance employees' awareness about protecting their hearing while they are working on the plants and off the job.

The campaign consisted of different activities including distributing awareness materials in addition to conducting a hearing loss simulation, which enabled employees to experience how hearing loss can gradually affect them. The campaign was led by the Industrial Hygiene (IH) Expertise Team and kicked off on March 3, in celebration of the World Health Organization's Hearing Day.



Activity	Details
Train the Trainer	2 session, 34 attendants from EHC compliance
EHS Compliance Campaign Awareness Session	158 session across 26 plants - 2597 attendees
IH expertise walk-through visit	8 Sadara Site visits
Digital Awareness	Hearing Video Hearing Loss Simulator (HLSim) Hearing Conservation Webpage Weekly Campaign Messages (On & off hearing loss)
Promotional Awareness	Emails, materials and posters
Quizzes with rewards	327 contestants

## THE AMERICAN INDUSTRIAL HYGIENE ASSOCIATION - ARABIAN GULF LOCAL SECTION (AIHA-AGLS)

Sadara hosted a meeting of the Arabian Gulf chapter of the American Industrial Hygiene Association, held for the first time in Jubail with more than 180 attendees. The event was a platform for professional industrial hygienists and other EHS professionals responsible for assuring employees' health in the workplace to network and connect. Technical papers were presented on Biological Hazards in the Oil & Gas industry, with emphasis on Legionella control in water bodies.





## PROMOTING AN ACTIVE LIFESTYLE

As a contribution to community development and wellbeing, and the belief that an active lifestyle plays a role in employees' productivity, Sadara built five sports facilities, two in the Sadara Business Complex (SBC) and three on site (two gyms for all female and male employees and one for fire production and emergency services as per their role requirements). The facilities are available for every employee and for self-directed sports groups (see the Community & Society chapter).

### Sadara Sports' Self-Directed Groups

**125+**  
Basketball Club

**15**  
Badminton Club

**15+**  
Cricket Club

**35+**  
Bowling & Billiard Club



## RAMADAN SPORT CHAMPIONSHIPS

Additionally, in 2019 Sadara launched the Ramadan Sport Championships for Sadara's employees. Held in the Sadara Sports Center, this initiative aims to bring together employees and promote an active lifestyle while raising awareness on the importance of sports in maintaining the wellbeing of the community as a whole.

**2019**  
Sadara launched the Ramadan Sport Championships for Sadara's employees.



# ENVIRONMENT

In 2019, Sadara established the Resources Optimization Committee, an initiative launched by the sustainability team and sponsored by the Vice President of Manufacturing & Engineering (M&E), to facilitate the monitoring and optimization of the four footprint elements in Sadara: Greenhouse Gas (GHG) emissions, Energy and Water consumption and Material effectiveness.

The Resources Optimization Committee is part of Sadara's Sustainability Committee, led by the Initiative Owner from Operations Leadership and all activities are coordinated by the Element Champions and department focal points. This Committee sets the Footprint KPIs across the site and monitors the Site as well as the envelope Footprint performance.



Facilitate the monitoring and optimization of the four footprint elements in Sadara:

**Greenhouse Gas (GHG) emissions, Energy and Water consumption and Material effectiveness.**



**2019**  
Sadara established  
the Energy & Resources  
Optimization Committee

# EMISSIONS AND GREENHOUSE GASES

(103-1, 103-2, 103-3)

Sadara implements a comprehensive and robust Air Quality Management Standard to ensure full compliance with regulatory requirements, specifically the Royal Commission Environmental Regulations (RCER) as well as General Authority for Meteorology & Environmental Protection (GAMEP) and International Finance Corporation (IFC) standards.

Sadara constantly monitors and manages Air Emissions and Greenhouse Gases (GHG).

## AIR EMISSIONS

Air emissions include the following gases:

- Nitrogen Oxide (NOx)
- Sulfur Oxide (SOx)
- Volatile Organic Compounds (VOC)
- Carbon Monoxide (CO)
- Particulate Matter (PM)

Continuous air emissions are measured by specific analyzers and are logged using the Continuous Emissions Monitoring System (CEMS). The reporting of the emissions follows sets regulatory timelines.

The monitoring and mitigation measures of air emissions have been set to minimize the negative impact of potential offsite air quality. As per the impact assessment conducted using air dispersion modelling, the predicted impact of emissions from Sadara at a ground-level, fence line and beyond were shown to comply satisfactorily with ambient air quality standards and regulations.

Sadara uses a web-based environmental monitoring and reporting system that is configured to address the immediate and long-term needs of the company for monitoring air emissions. This environmental system architecture is shown in the following diagram:

### Continuous Process



The system ensures that accurate data is produced and makes all required air emission information readily available for all internal and external stakeholders. The system is designed to provide a continuous real-time flow of information and alerts of potential issues, in addition to the standard periodic reports.

## GREENHOUSE GAS EMISSIONS

(305-1, 305-2, 305-4, 305-5, 305-6)

GHG Emissions include the following gases:

- Carbon dioxide (CO2)
- Methane (CH4)
- Nitrous Oxide (N2O)
- Hydrofluorocarbons (HFCs)
- Perfluorocarbons (PFCs)
- Sulfur hexafluoride (SF6)

GHGs are accounted and calculated based on the methods outlined in the Footprint Protocol as follows:

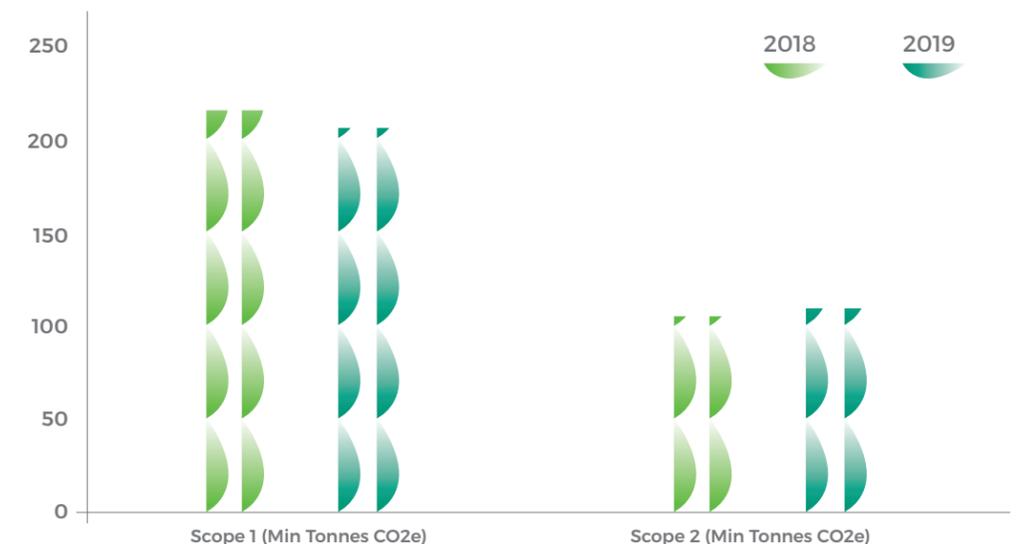
GHG Emissions	2018	2019
Scope 1 (Million Tons CO <sub>2</sub> e)	4.31	4.13
Scope 2 (Million Tons CO <sub>2</sub> e)	2.11	2.19
GHG Emissions Intensity (Million Tons CO <sub>2</sub> e / Tons of product)	2.12	2.08

• **Scope 1:** Direct GHG emissions that occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.

• **Scope 2:** Indirect GHG emissions generated off-site but purchased by Sadara. The main category is electricity and purchased steam.

GHG reduction is a key metric that is monitored and measured throughout the year. In 2019, Sadara registered a decrease in both Scope 1 and Scope 2 compared to the year 2018.

### Greenhouse Gas (GHG) emissions



# ENERGY CONSUMPTION

(103-1, 103-2, 103-3, 302-1, 302-3, 302-4, 302-5)

For Sadara, energy is a key requirement and therefore energy management has become one of the leading topics and a high-level priority for company leaders.

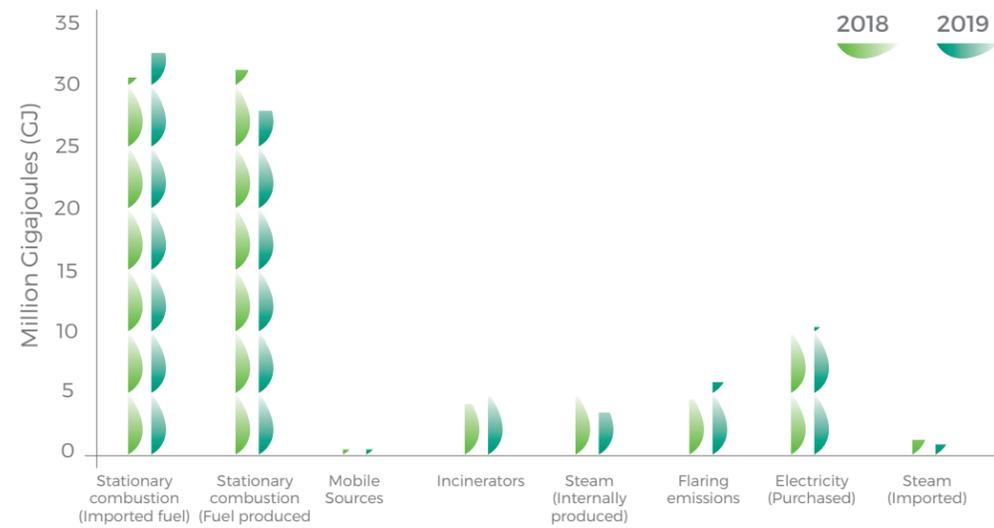
Sadara's energy strategy is focused on implementing company-wide energy policies and developing the required competencies by certifying energy auditors and enacting an energy manager who can help the organization to improve energy performance. Also, the strategy seeks to establish the company's energy baseline, from which energy savings can be measured.

In 2019, the Sadara Energy Management Taskforce has been driving and overseeing energy reduction programs across the sites.

Energy Consumption	2018	2019
Total Energy consumption within the organization (GJ)	86,128,963	85,497,929
Energy Intensity* (GJ / Tons of Product)	28.47	28.05

\*The intensity factor is calculated on final products sold

## Energy Consumption Breakdown



In 2019, major energy project implemented in the **Aniline plant led to an energy saving equivalent to SAR**

# 2.3 Million

Another major energy project implemented in the **Toluenediamine (TDA) plant led to an energy saving equivalent to SAR**

# 1.3 Million

# WATER & EFFLUENTS

(103-1, 103-2, 103-3, 303-1, 303-2, 303-3, 303-4, 303-5)

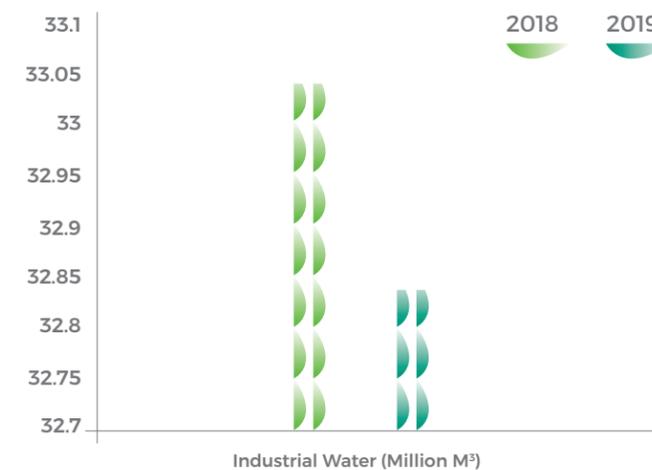
Sadara realizes that water is perhaps the most vital natural resource on the planet. In Saudi Arabia, there are only two significant sources of water: groundwater and water from desalination plants. Groundwater is limited and procuring water from desalination plants is expensive and consumes a lot of energy.

With these facts in mind, Sadara exerts maximum effort to make water consumption one of the major Key Performance Indicators (KPIs) - and one that is continuously monitored and challenged to be reduced. In 2019, Sadara established a Water Savings Taskforce in order to reduce water intensity and bring consumption down to an optimized level.

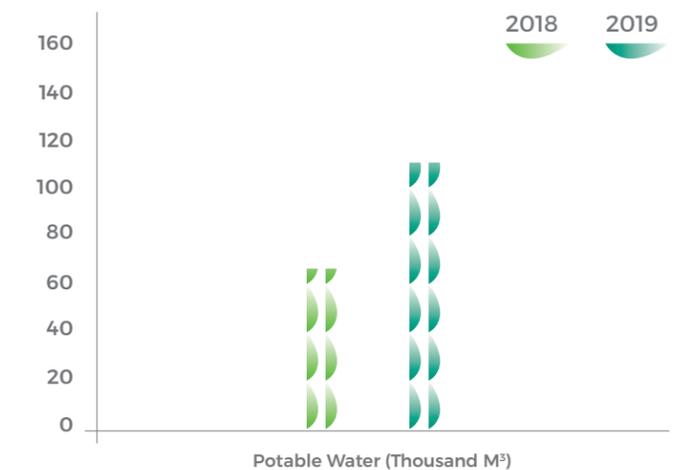
Water Consumption	2018	2019
Industrial (Million M <sup>3</sup> )	33.04	32.84
Potable (Thousand M <sup>3</sup> )	66.61	111.7
Water intensity* (M <sup>3</sup> / Tons of Product)	11.07	10.90
Wastewater TOC discharge (Thousand Tons)	1.06	1.12

\*The intensity factor is calculated on final products sold

## Industrial Water Consumption



## Potable Water Consumption



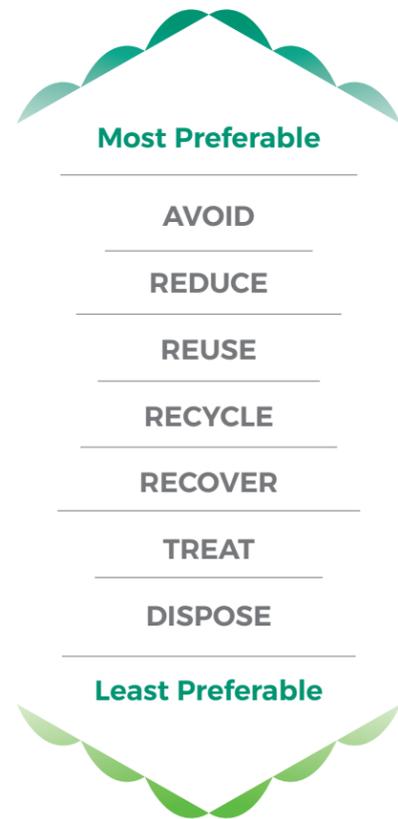
# WASTE MANAGEMENT

(103-1, 103-2, 103-3, 306-2)

Sadara implements a Waste Management Program that uses cutting-edge technology to effectively reduce waste. Awareness and training programs have been provided for employees covering waste reduction plans and waste management standards across all units. We pursue all possibilities for reusing and/or recycling materials internally and through collaboration with our external partners. Sadara believes in the following hierarchy for its hazardous and non-hazardous waste management:

Sadara recruited a team for Waste Management and acquired waste characterization technicians to identify and characterize its waste. Prior to disposing waste, the company follows a detailed waste characterization work process. This ensures that every item of waste has a profile sheet similar to the Safety Data Sheet (SDS) which meets the UN's requirements for Hazard Communication, Dangerous Goods data and Hazardous Waste Transport.

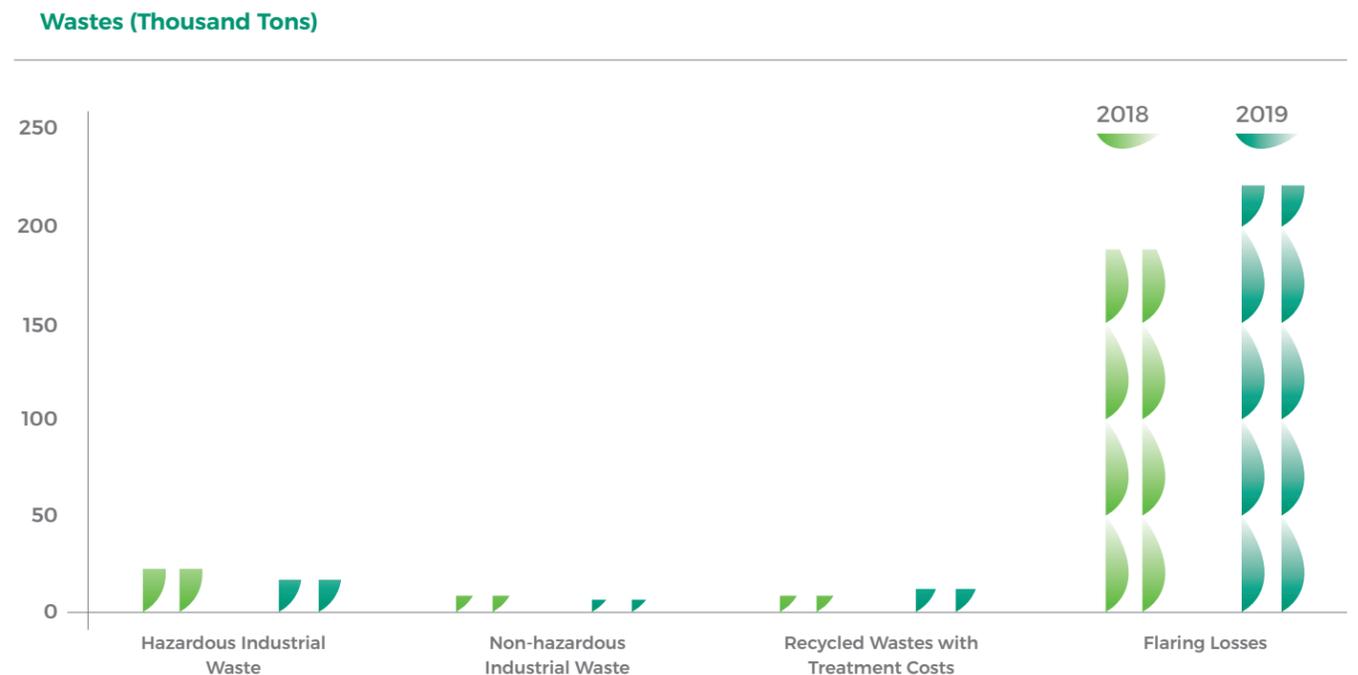
Once the waste is characterized, Sadara has the option of carrying out an onsite disposal via the Thermal Treatment Units (TTU) with heat recovery, or an offsite disposal under authorized recycling and disposal contracts. A total of 600 hazardous and non-hazardous waste streams have been identified and profiled.



A total of  
**600**  
hazardous and non-hazardous  
waste streams have been identified and profiled.

Tons of Waste Management	2018	2019
Hazardous industrial waste (Thousand Tons)	18.36	15.06
Non-hazardous industrial waste (Thousand Tons)	5.99	5.35
Recycled wastes with treatment costs (Thousand Tons)	6.58	9.59
Flaring losses (Thousand Tons)	187.37	219.99
Material effectiveness intensity* (Tons of Waste / Tons of Product)	0.095	0.124

\*The intensity factor is calculated on final products sold



## RECYCLE & REUSE

In 2019, Sadara's Environmental Operations Unit managed to save more than SAR 13.44 Million through sustainability measures built around recycling, reusing materials and eco-friendly logistics management. Sadara implements recycling programs (plastics, metals, paper, e-waste, etc.) throughout the chemical complex, saving tons of materials from ending up in landfill and in some instances, generating revenue by giving many reusable objects a second life.



### Sadara's Waste Management Achievements 2019

Saving of SAR **13,436,468.70** on waste management and logistics costs through **OSMMU facility.**

Safely disposed **25,484.27** T of **Hazardous & Non-Hazardous Waste.**

Safely recycled **10,735.57** T of **Hydrocarbons, Mixed recyclables, TDI tar and Sulfuric acid.**

Moved **1,108,800** Kgs of Municipal Waste to Landfills by making **1312 shipments to Royal Commission landfills.**

OSMMU Re-use Program circulated **4,850** Nos of **Pallets inside Sadara's units.**

## HOUSEKEEPING CAMPAIGN (SADARA'S FACILITIES)

High housekeeping standards is one of the most important factors that contribute to maintaining a safe working environment in Sadara. To maintain these high standards, Sadara runs regular housekeeping campaigns to build a culture of cleanliness in and out of the workplace.



## THERMAL TREATMENT UNITS

Sadara operates two world-scale Thermal Treatment Units (TTUs) to incinerate a variety of process wastes, including hazardous, toxic and halogenated hydrocarbons generated within the complex by the Thermal Oxidation process. The units receive gas and liquid waste streams from the processes, safely managing the flow and

producing products of combustion which conform to environmental regulations. The heat generated in the combustion chambers is recovered by generating 100 MT/hr of medium-pressure (MP) steam. This steam is then added to the main steam header of the plant.

# BIODIVERSITY CONSERVATION

(103-1, 103-2, 103-3, 304-1, 304-2)

During construction of its facilities, Sadara paid attention to the potential impacts on biodiversity at both our production complex and at receiving/shipping areas, including King Fahd Industrial Port in Jubail.

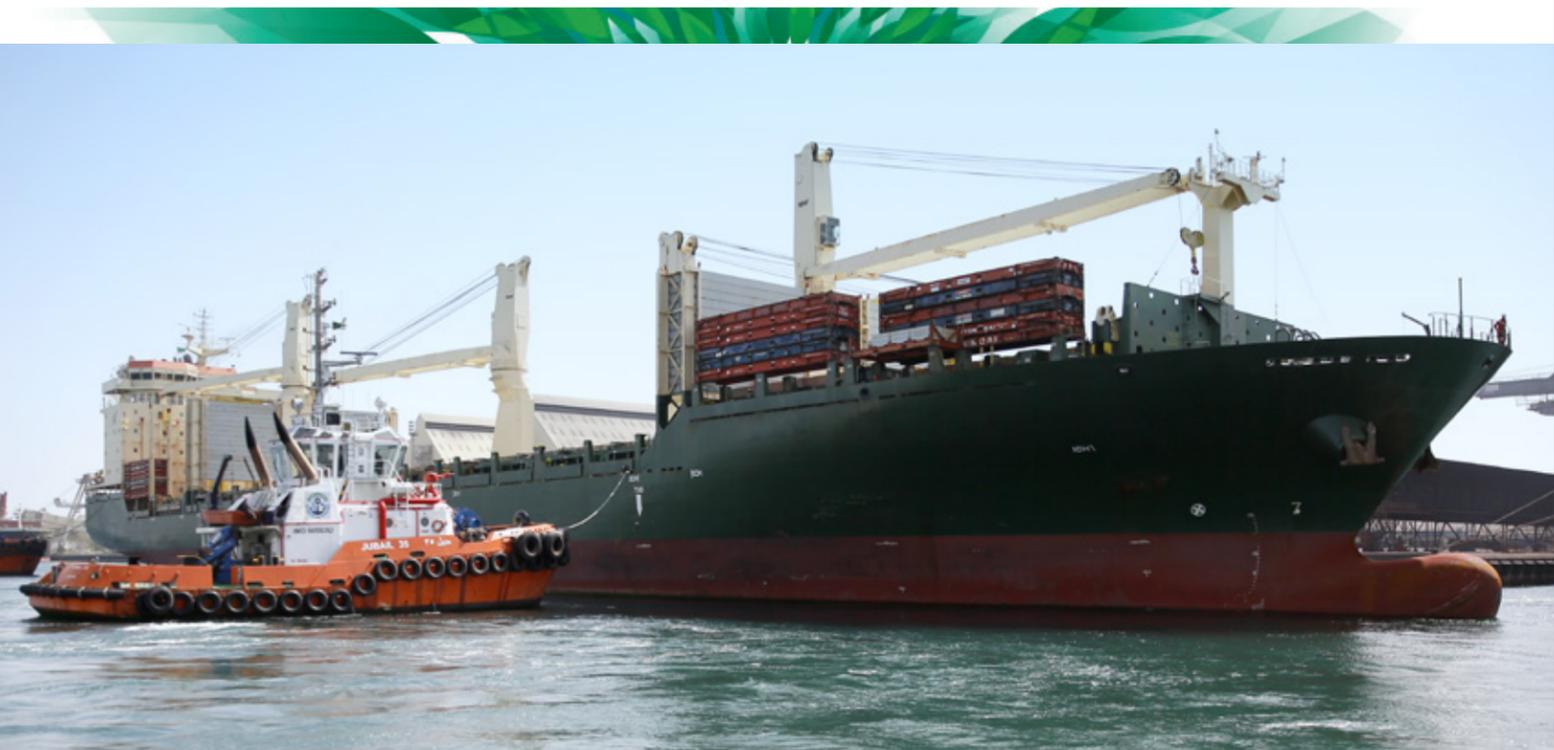
Biodiversity was an integral part of the thorough Environmental Impact Assessment (EIA) conducted prior to starting the construction project and was implemented throughout all stages of the project. The EIA concluded that the project would have a minimal impact on biodiversity receptors. The EIA considered a wide range of biodiversity receptors, ranging from vegetation and flora to mammals, birds, reptiles, amphibians and invertebrates.

Additionally, Sadara reinforces its biodiversity conservation efforts, including operational disciplines and controls to

actively monitor environmental impacts such as air emissions, boundary noise levels and water effluent characteristics. In 2019, the results of these analyses were compliant with project standards, local regulatory limits and International Finance Corporation Performance Standard levels. As Sadara utilizes existing port facilities and requires no port site preparation, the potential cumulative impact on marine biodiversity was considered to be low.

# FOOTPRINT SUMMARY DATA

Metric	Unit	2018	2019
<b>Greenhouse gas (GHG)</b>			
Scope 1 GHG emissions	Million tons CO <sub>2</sub> e	4.31	4.13
Scope 2 GHG emissions	Million tons CO <sub>2</sub> e	2.11	2.19
GHG intensity	Tons CO <sub>2</sub> e/tons products	2.12	2.08
<b>Energy</b>			
Energy consumption	GJ	86,128,963	85,497,929
Energy intensity	GJ/metric tons products	28.47	28.05
<b>Water</b>			
Industrial	Million M <sup>3</sup>	33.04	32.84
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Water intensity	M <sup>3</sup> /tons products	11.07	10.90
Wastewater TOC discharge	Thousand tons	1.06	1.12
<b>Material effectiveness</b>			
Hazardous industrial waste	Thousand tons	18.36	15.08
Non-hazardous industrial waste	Thousand tons	5.99	5.35
Recycled wastes with costs	Thousand tons	6.58	9.59
Flaring losses	Thousand tons	187.37	219.99
Material effectiveness intensity	Tons waste/tons products	0.095	0.124



# COMMUNITY & SOCIETY

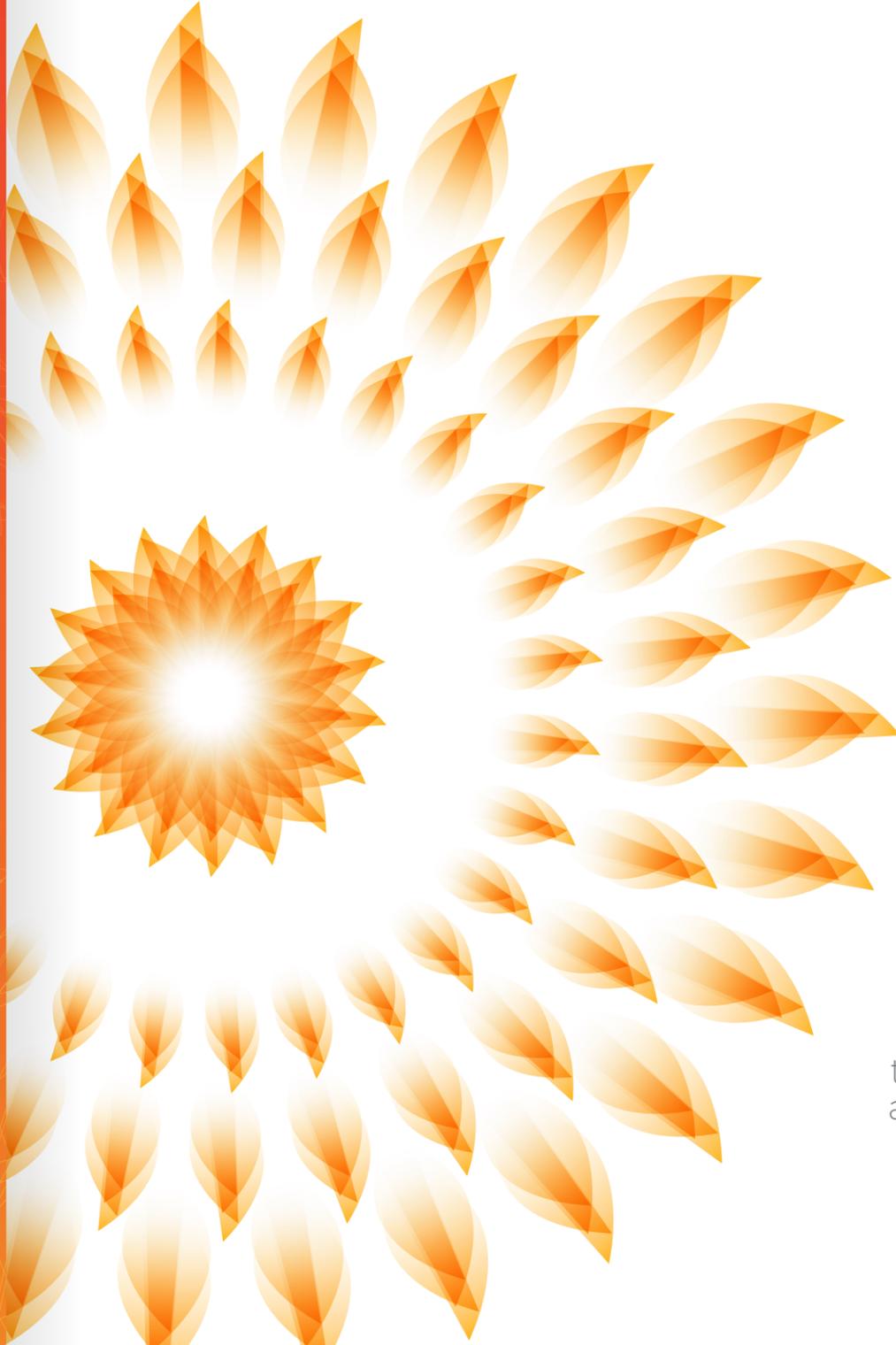
(103-1, 103-2, 103-3, 413-1)

Sadara is strongly committed to being a responsible corporate citizen and serving the Kingdom of Saudi Arabia and the local communities by being accountable for the impact of its operations, while substantially contributing to the wellbeing of the community as a whole.

Sadara reaches out to communities in Jubail, the Eastern Province and Saudi Arabia at large. The company and its many employee volunteers are active in addressing society's needs. Sadara engages with the community with an aim to help the needy, support the younger generation's development & education, creates social awareness, and partner with non-profit organizations (NGOs) as well as educate the community on the environment, health and safety challenges.



Sadara reaches out to communities in Jubail, the **Eastern Province and Saudi Arabia at large.**



Sadara engages with the community with an aim to **help the needy, support the younger generation's**

# ENVIRONMENT, HEALTH & SAFETY

## ENVIRONMENTAL AWARENESS

In 2019, Sadara launched numerous initiatives and programs to raise awareness about environmental topics within the Jubail community. Those initiatives targeted children of Sadara employees, school students and the Jubail community as a whole.

For the third year in a row, Sadara was granted in 2019 the Best Environmental Sponsor Award in Jubail by the Royal Commission for Jubail and Yanbu which is a manifestation of Sadara's continuous commitment towards raising awareness about environmental topics and its strong collaboration with the local community different key stakeholders.



## WASTE FREE ENVIRONMENT CAMPAIGN

Sadara has actively supported the "Kingdom's Environmental Week" and the Waste Free Environment Campaign of the Gulf Petrochemicals and Chemicals Association (GPCA) by reaching Jubail community in order to share key messages on the importance of environmental protection for current and future generations.

Sadara partnered with the Royal Commission in Jubail, local school officials and recycling companies to create a memorable experience.

With total number of 200 participants, the campaign targeted Primary Schools covering numerous interactive educational activities and awareness lectures that were focusing on the Recycle, Reuse and Reduce (3Rs) of waste as well as included visits to Sadara Exhibition at the Royal Commission Jubail Knowledge & Creative Center and different recycling companies.

## 01 Sadara Environmental Club at Hira Elementary School



# 02

## Environmental Program at Al-Murjan Elementary School



# 03

## Students' Visit to Recycling Companies



## SADARA WASTE CLEAN-UP CAMPAIGN

As part of Sadara's Responsible Care® efforts, the company conducted a weeklong initiative to clean the local environment from waste.

More than 600 people from Sadara volunteers, along with their children and students from local schools, helped to remove around 5 tons of waste and litter from 12 different locations in and around Jubail Governate.





# مسابقة الحلول البيئية المبتكرة 2019

## SADARA ENVIRONMENTAL SOLUTION COMPETITION

For the second straight year, Sadara conducted its Innovative Environmental Solutions Competition which targeted youths from all over Saudi Arabia and encouraged them to come up with innovative solutions that can help solving chronic environmental issues.

The competition is usually held in collaboration with the Royal Commission for Jubail and Yanbu (RCJY) where the top three winners are recognized with valuable awards in the presence of Sadara's CEO and executives.

### The 2019 winning projects

1st Winner	2nd Winner	3rd Winner
<b>Shrooq Flatah</b>	<b>Mohammed Al-Shareef</b>	<b>Salah Al-Mutawa</b>
Information technology engineering in Dammam	Jeddah	Teacher in Jubail city
Lab capsule - recycling chemical's waste to energy	Recycling carbon ash	Collect plastic waste from the sea



## WORLD INTERNATIONAL CHILDREN'S DAY

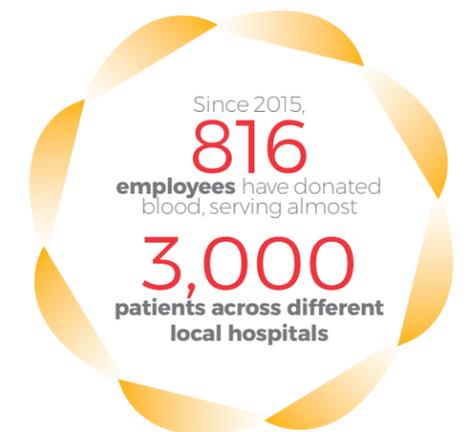
The Environment, Health and Safety department at Sadara participated in the International Children's Day Environmental Exhibition at the Knowledge and Creativity Center in Royal Commission for Jubail, highlighting the importance of preserving the environment and holding a coloring workshop for children.



## HEALTH AWARENESS

### BLOOD DONATION

Sadara plays a leading social role toward the local community, and part of its contribution focuses on the Kingdom's healthcare system and rising issues. Since 2015, Sadara has organized an annual three-day blood donation campaign. Since 2015, 816 employees have donated blood, serving almost 3,000 patients across different local hospitals.



### Blood Donation Campaign

Year	2015	2016	2017	2018	2019
Number of Employees donating blood	318	107	-	109	282



## EDUCATION

### STUDENTS' DEVELOPMENT PROGRAMS

**I. Sadara Internship COOP Program (Cooperative Education):** This program enables students from accredited universities and institutes gain practical skills

**II. Sadara On-the-Job Training Program:** as part of Sadara's candidates pooling mechanisms, this program aims to provide

during their work experience, combining classroom-based education with practical work experience. The program seeks to enhance the relationship between Sadara and the universities and colleges, in order to collaborate on more development programs as part of Sadara's corporate social responsibility.

students with hands-on training as they work.

**III. Sponsorship Program:** This program aims to sponsor Saudi students who dare to push their boundaries academically with professional and leadership capabilities aligned with the companies' strategic goals.

### PROMOTING INDUSTRY SUSTAINABILITY AT JUBAIL INDUSTRIAL COLLEGE

In an effort to spread the sustainability culture among a new generation of future engineers and technicians, Sadara conducted a technical lecture at a presentation on industrial sustainability for students and faculty members of the Chemical and Process Engineering Department at Jubail Industrial College.

The lecture focused on worldwide sustainability trends in the chemical industry and explained the chief commercial and non-commercial

drivers for sustainable corporate policies. Additionally, the lecture provided the students with an overview on how Sadara and other leading companies have incorporated sustainability topics in their corporate strategy.



### SADARA'S 1ST FORUM FOR FEMALE EMPLOYEES

In 2019, Sadara launched its first Sadara Women's Collaboration Meeting, under the theme of "Women in Leadership." The initiative aimed to engage and develop Sadara's female talent in alignment with the goals and aspirations of Saudi Arabia's Vision 2030.

The Sadara Women's Collaboration Meeting featured prominent speakers from around the Kingdom who came to share their knowledge and experience with Sadara's female workforce. Dr. Basma AlBuhairan, Executive Director of the Saudi Arabian General Investment Authority (SAGIA), spoke about her scientific and practical experience along with her impressive career achievements. Wadha Bin Zarah, Women Empowerment Director at the Ministry of Communications and Information Technology, highlighted the role and importance of women's empowerment and how female involvement in the workforce will have a significant impact in the economic and social arenas.



### JUC WOMEN STUDENTS VISIT SADARA TO LEARN ABOUT HUMAN RESOURCES (HR)

As part of Sadara's contribution to women's empowerment and to embrace diversity and inclusion, Sadara's HR team welcomed JUC's Female Section representative and a group of female HR degree undergraduates. Sadara's HR team introduced the

company to the students and presented in detail HR's major role in the company as a strategic partner. Sadara's team shed light on HR operations, starting from attracting talent and workforce planning, to talent development and retention. Afterward, the HR team took the visitors on a short tour of the HR department to gain insight into the day-to-day life there. The representatives and students expressed their gratitude for the opportunity to see what a working day looked like within Sadara.



## SADARA HOSTED HIGH SCHOOL STUDENTS

A group of high school students from Qassim visited the chemical complex in Jubail, with an intent on learning about how chemicals are made for the growing middle class in the Kingdom and around the world. The students received a presentation on Sadara's integrated complex of 26 plants and a site tour by bus to witness Sadara's pioneering role in Saudi Arabia's downstream chemical industry.



## SADARA HOSTS GPCA LEADERS OF TOMORROW

Sadara welcomed a group of high-calibre university students from Bahrain, Oman and Saudi Arabia, dubbed "GPCA Leaders of

Tomorrow," for a tour of the company's chemical complex and its Interactive Environmental Exhibit in Jubail. The students were attending the Gulf Petrochemicals and Chemicals Association Responsible Care® Conference at the King Abdullah Cultural Center in Jubail.

The Leaders of Tomorrow program is an initiative launched by the GPCA

with the support of its member companies to build local human capital in the Gulf region. The initiative features a year-round program in which member companies sponsor talented university students from around the GCC to attend GPCA's yearly conferences.



## SADARA, TAIBAH VALLEY SIGN ACCORD ON BLOCKCHAIN AND AUGMENTED REALITY

Sadara and Taibah Valley Company, a technological consulting affiliate of Taibah University in Madinah, signed an agreement for research and development of state-of-the-art technology solutions based on Industry Revolution 4.0 technologies and in the areas of blockchain and augmented reality, for possible use in Sadara's operations, supply chain and support functions. The blockchain solutions would include a blockchain network that would allow Sadara and its selected customers to track

production and delivery cycles instantaneously and securely. Customers would be able to track order status from placement to delivery. The augmented reality solutions would include use of the latest augmented reality systems for employee training, safety measures and monitoring plant operations.

The agreement was signed by Sadara's CEO Dr. Faisal Al-Faqeer and Taibah Valley CEO Dr. Abdulrahman Alolayan through a ceremony at the Sadara Business Complex and was attended by Dr. Abdul Aziz Al Sardani, director of Taibah University and chairman of Taibah Valley Company as well as members of the Sadara Management Committee.



## SADARA SIGNS COOPERATION MOU WITH IMAM ABDULRAHMAN BIN FAISAL UNIVERSITY

Sadara's CEO Dr. Faisal Al-Faqeer and Imam Abdulrahman bin Faisal University President H.E. Dr Abdullah AlRubaish signed an MoU to enhance cooperation between the two entities in the areas of academia, scientific training, R&D initiatives and cultural programs.



## SADARA OFFERS VISION OF FUTURE FOR KFUPM CHEMICAL ENGINEERING STUDENTS

Sadara's CEO and other leaders hosted a dinner evening for chemical engineering students from King Fahd University of Petroleum and Minerals (KFUPM) in Dhahran, presenting to them a vision of the Kingdom's future that offered bright prospects for graduates in their field.

Sadara CEO Dr. Faisal Al-Faqeer noted that the students had chosen an excellent field of study, given the Kingdom's Vision 2030 and its ongoing downstream diversification.

The students viewed a film on Sadara's operations and its role in the move downstream. Sadara leaders then received a presentation about KFUPM's Chemical Engineering Department.

KFUPM students and faculty viewed a presentation explaining Sadara's role in the economy and were briefed on the importance of PlasChem Park, which offers local and international manufacturers easy access to Sadara's plastics and chemical feedstocks.

Farhan Al Qahtani, Sadara's VP of Industrial Relations, explained to the students how Sadara is committed to supporting the education and training of its workforce of the future, and he noted that the company is also implementing a coop training program for student interns.



## SADARA CEO HIGHLIGHTS INNOVATION AT TAIBAH VALLEY EVENT IN MADINAH

Sadara CEO Dr. Faisal Al-Faqeer discussed the importance of innovation at Sadara in a wide-ranging talk with university students at a Taibah Valley gathering in Madinah.

"Sadara is a young company," Al-Faqeer told the students at the Jan. 16 event, "and innovation has played an essential role in its brief lifetime, from the design phase, through construction, commissioning and startup, to full operations. In fact, Sadara was born through innovation."

The CEO pointed out that Sadara's innovative approach to the petrochemical industry includes PlasChem Park – the only industrial park in the Kingdom to include a chemical conversion sector and a reactive chemical sector.

"PlasChem Park offers an ideal setting for industrial innovation – new industries and new business opportunities," the CEO added.

He also described the Sadara New Future Program, "a forward-looking process involving workstreams that focus on preparing us for the challenges and opportunities that lie ahead. Innovation is at the core of this process," Al-Faqeer said.

In the context of the broader industry, the CEO cited numerous innovations – among them new product

developments, advancements in raw material and feedstock identification, and improvements in process efficiencies – that have "directly and indirectly improved everyone's standard of living" domestically and internationally.

Al-Faqeer urged the university students to commit themselves to innovation, noting that "we in the industrial sector are looking to colleges and universities to develop future talents with disruptive thinking skills, infinite self-development capabilities, and value-driven logic."

Taibah Valley was set up by Taibah University last year as a framework for developing investments in various fields in support of the Kingdom's Vision 2030 and its Digital Transformation Program.





## SADARA RECOGNIZE JIC RESEARCHERS FOR GYPSUM WASTE PRODUCT STUDY

Sadara expressed its thanks to the Jubail Research & Innovation ClusterHUB (J-RICH) of Jubail Industrial College (JIC) for conducting a technical study on gypsum waste in support of PlasChem Park.

Sadara's CEO, Dr. Faisal AlFaqeer, presented a recognition trophy on behalf of the

company to Dr. Eid Al-Hajri, JIC Managing Director. The recognition ceremony was attended by Sadara's management committee members and the J-RICH research and other college leaders and study participants.

The study focused on adding value through repurposing Sadara's gypsum waste stream. Gypsum is a by-product of the flue gas desulfurization (FGD) process. JIC funded the research project, with necessary data provided by Sadara.



## CULTURE

### SADARA CELEBRATES NATIONAL DAY

Sadara invited workers and their families to celebrate the 89th National Day of Saudi Arabia. More than 1,200 guests attended the gathering and there were numerous activities for children and traditional Saudi folklore performances. Visitors had an opportunity to convey their affection for their country by writing a message to the Kingdom on Sadara's KSA Message Board.



### AL-JANADRIYAH NATIONAL FESTIVAL

More than 120 Sadara employees and dependents travelled to the Riyadh area early in the year to experience the 33rd Al-Janadriyah Cultural & Heritage Festival.

Employees and families from both Jubail and the Dammam area joined in the trip, for which Sadara provided free transportation with refreshments and a guided tour at Al-Janadriyah. The program began with a visit to the pavilion of the Ministry of Energy, Industry and Mineral Resources, where the visitors checked out the Sadara exhibit stand and had a group photo taken in front of the pavilion.



They then visited the Eastern Province Pavilion, "Bayt AlKhair," which highlights the historical lifestyle in the region. The Sadara visitors continued their tour with stops at pavilions representing the different regions of Saudi Arabia and offering a cultural look at Saudi history.



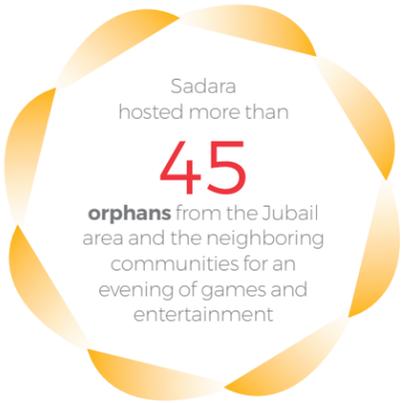
## SADARA RAMADAN IFTAR

In 2019, Sadara held its annual Ramadan Iftar Gathering, bringing together almost 800 Sadara employees, and giving an opportunity to management to congratulate and thank them for their efforts and achievements. The employees that were on-shift at the chemical complex and thus unable to attend the gathering were provided with Iftar buffets at the four Control Operation Buildings and cafeterias on site.



## RAMADAN FUN NIGHT WITH ORPHANS

During the holy month of Ramadan, Sadara welcomed more than 45 orphans from the Jubail area and the neighboring communities, for an evening of games and entertainment. The evening included boys and girls between the ages of 7 and 17. This initiative was supported by members of the Sadara Volunteer Club, one of the employee Self-Directed Groups.



## GIRGEAN FUN NIGHT

Sadara employees and their families gathered for the "Girgean Fun Night" to mark a special occasion that brings fun and enjoyment to children throughout the Gulf region. More than 500 guests attended this year's Girgean event, which featured many activities, such as paintings and tables for handicrafts, face painting and henna makeup, games related to sports, dancers, musical entertainment, and much more. The Girgean Fun Night was an occasion which brought together families for a night of fun, spreading positivity to the children of Sadara's employees.



## JUBAIL GOVERNATE RECOGNIZES SADARA

Sadara CEO Dr. Faisal Al-Faqeer received recognition of Sadara's sponsorship and support of Jubail initiatives throughout 2019 by the Governor of Jubail, Abdullah bin Nasser AlAskar, including Eid al-Fitr and Eid al-Adha celebrations and Jubail National Day celebrations, among others



## VOLUNTEERISM

### SELF-DIRECTED GROUPS

In an attempt to contribute to an active and engaged community of people, Sadara established the Self-Directed Groups, associations of active Sadara employees and family members, organized to encourage, promote and sponsor recreational and educational activities, special events and entertainment programs for the benefit of community members and staff.

#### Sadara Self-Directed Groups

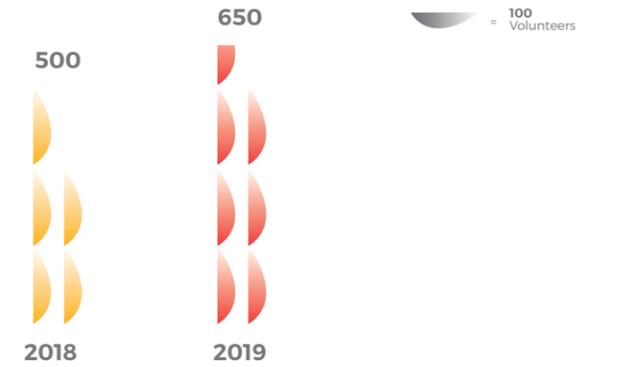
Self-Directed Groups	Members
Volunteer Club	650
Sadara Women's Affinity Network (SWAN)	50
Toastmaster Club	25
Basketball Club	125 +
Badminton Club	15
Cricket Club	15 +
Bowling & Billiard Club	35 +

### SADARA VOLUNTEER CLUB

In 2013, the Sadara Volunteer Club (SVC) was founded by 15 Sadara employees. Over the years, more and more employees signed up for the club, and it reached 650 volunteers by 2019. The Sadara Volunteers Club (SVC) places a focus on social responsibility and has a vital role in engaging with the community, encouraging Sadara's employees to play an active involvement in serving the nation.

Volunteering plays an important role in Saudi Arabia's Vision 2030, where one of its goals, "An Ambitious Nation," aims to increase the number of volunteers nationally from the current 12,836 to an outstanding 1 million per year.

#### Number of Sadara Volunteers in 2018 and 2019



In 2019, the Sadara Volunteer Club supported 13 volunteering activities, contributing a total of **1,799** hours of community support.

Activity	Number of Volunteers	Hours
CRT Celebration Open Day	20	140
Downs Syndrome	2	6
Etaam - Saudi Food Bank	5	20
Family Gargee'an	10	40
Sadara Employees Ramadan Iftar	5	15
1st Ramadan Iftar	10	20
2nd Ramadan Iftar	10	20
Orphan Day	5	30
Cool Summer	4	2
Sadara School Bag Initiative	40	240
Saudi National Day	20	120
Waste Free Environment	150	1050
Winter Clothing Fundraiser	8	96
<b>TOTAL</b>	<b>289</b>	<b>1,799</b>



### SADARA VOLUNTEER CLUB JOINS JUBAIL WORKSHOP ON SOCIAL WORK

The Sadara Volunteer Club (SVC) recently demonstrated the commitment of Sadara and its employees to social responsibility by playing an active role in a Government-sponsored workshop in Jubail on planning and assessing social work programs. The two-day workshop, entitled "Mechanisms for Planning and Evaluating Social Work Programs" was hosted by the Royal Commission for Jubail and Yanbu in association with the Princess Seetah bint Abdulaziz Foundation for Excellence in Social Work.



### SADARA WOMEN'S AFFINITY NETWORK (SWAN)

This self-directed group provides a platform for all of Sadara's workforce to connect, support and collaborate. The network focuses on educational and career development for women in Sadara through conducting a series of educational learning sessions and workshops to enhance skills.

### TOASTMASTER CLUB

The Sadara Toastmaster Club aims to provide a supportive and positive learning experience in which members can practice and develop their communication and leadership skills, resulting in greater self-confidence and personal growth.

This mission directly aligns with the Toastmaster International theme of "Find Your Voice."



### INTERNATIONAL VOLUNTEER WORK LICENSE PROGRAM

In 2019, Sadara supported the volunteers of Jubail city by hosting the International Volunteer Work License Program, becoming the first company to adopt such an initiative in Jubail. Fifty volunteers from various companies and associations participated in the licensing effort, offered by the Saudi Association of Volunteer Work.

The program, the first of its kind to be held in Jubail, seeks to expand the culture of volunteering work in the area and enhance the performance of those with volunteering experience by granting them an International Volunteer Work License.



# PHILANTHROPY

## DONATION OF ELECTRONIC & COMPUTER EQUIPMENT

Sadara donated more than 3,658 electronic and computer devices to the Ertiqa non-profit association, for refurbishing and distribution to charitable and social groups. This initiative was recognized at a ceremony in March 2019 by HRH Prince Saud bin Naif bin Abdulaziz, Governor of the Eastern Province.



## SCHOOL BAG INITIATIVE

In August 2019, Sadara's volunteering employees spent the weekends filling school bags with supplies for needy students in Jubail and the neighboring area. About 50 male and female volunteers packed 1,700 school bags with required school supplies.



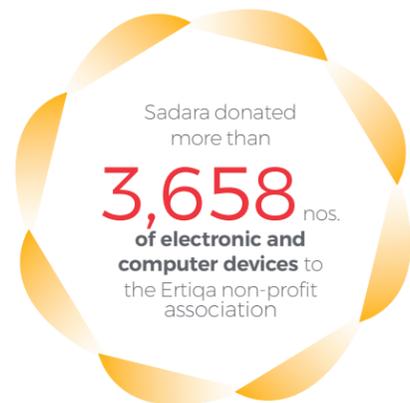
## WINTER CLOTHING FUNDRAISER

In December, Sadara organized a three-day fundraising event to gather winter clothing donations from employees for needy families in the Jubail area. The fundraiser was coordinated by the Sadara Volunteer Club (SVC), with support from several Sadara departments. Vouchers to purchase winter clothing at a local shopping complex were provided to a Jubail charity for distribution to underprivileged families.



## RAMADAN OPEN IFTAR IN JUBAIL TOWN

During the holy month of Ramadan, Sadara funded two Iftars for Jubail Industrial City workers and supported volunteers by providing food to the attendees. The events were arranged in collaboration with the Jubail Industrial City Da'wah Center, hosted at the Abdullah bin Masood Mosque. More than 30 Sadara volunteers, along with several family members, took part in providing meals for the staff. About 1,000 workers attended the two Iftars.



# APPENDIX | : GRI CONTENT INDEX

(102-55)



For the Materiality Disclosures Service, GRI Services reviewed that the **GRI content index is clearly presented** and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the English version of the report.

GRI Standard	Disclosure	Page Number(s), URL reference, or notes.
<b>GRI 101: Foundation 2016</b>		
<b>GRI 102: General Disclosures 2016</b>		
<b>Organizational Profile</b>	102-1	Name of the organization Sadara Chemical Company
	102-2	Activities, brands, products, and services 14
	102-3	Location of headquarters Jubail (KSA)
	102-4	Location of operations 14
	102-5	Ownership and legal form Limited Liability Company owned by Dow (35%) and Saudi Aramco (65%)
	102-6	Markets served KSA
	102-7	Scale of the organization 14
	102-8	Information on employees and other workers 66
	102-9	Supply chain 55
	102-10	Significant changes to the organization and its supply chain No significant changes in 2019
	102-11	Precautionary Principle or approach Not Applied
	102-12	External initiatives 36, 40
	102-13	Membership of associations 33
<b>Strategy</b>	102-14	Statement from senior decision-maker 11, 13
<b>Ethics and Integrity</b>	102-16	Values, principles, standards, and norms of behavior 20
<b>Governance</b>	102-18	Governance structure 23
<b>Stakeholder Engagement</b>	102-40	List of stakeholder groups 37
	102-41	Collective bargaining agreements No collective bargaining agreements were formally in place in 2019
	102-42	Identifying and selecting stakeholders 37
	102-43	Approach to stakeholder engagement 37
	102-44	Key topics and concerns raised 37

<b>Reporting Practices</b>	102-45	Entities included in the consolidated financial statements Sadara Chemical Company only
	102-46	Defining report content and topic Boundaries 8, 38
	102-47	List of material topics 38
	102-48	Restatements of information No restatements of information
	102-49	Changes in reporting No changes in reporting
	102-50	Reporting period 01/01/2019 – 31/12/2020
	102-51	Date of most recent report 2018
	102-52	Reporting cycle Annual
	102-53	Contact point for questions regarding the report 8
	102-54	Claims of reporting in accordance with the GRI Standards 8
	102-55	GRI content index 114
102-56	External assurance No external assurance	

## Material Topics

### GRI 200 Economic Standard Series

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	103-2	The management approach and its components 42
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<b>GRI 201: Economic Performance 2016</b>	201-1	Direct economic value generated and distributed 45
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<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary 46
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<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1	Infrastructure investments and services supported 46
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<b>GRI 204: Procurement Practices 2016</b>	204-1	Proportion of spending on local suppliers 50
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### GRI 300 Environmental Standard Series

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	302-3	Energy intensity 82
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## APPENDIX II: ACRONYMS

AEO	Authorized Economic Operator	M&E	Manufacturing and Engineering
ASIS	American Society for Industrial Security	MC	Management Committee
BBO	Behavior-Based Observation	MEED	Middle East Economic Digest
BBP	Behavior-Based Performance	MP	Medium-Pressure
BGE	Butyl Glycol Ethers	NLR	New Leader Review
CAL	Central Analytical Laboratory	NOx	Nitrogen Oxide
CCPS	Centre for Chemical Process Safety	OCS	Operation Clean Sweep
CEMS	Continuous Emissions Monitoring System	OHSAS	Occupational Health and Safety Assessment Series
CH <sub>4</sub>	Methane	OOC	Out of Company Courses
CO	Carbon Monoxide	OSMMU	Offsite materials management unit
Co <sub>2</sub>	Carbon dioxide	PG	Propylene Glycol
CPH	Employees in Chief Position Holder	PFCs	Perfluorocarbons
DPMO	Defect Tracking Method per Million Opportunity	PM	Particulate Matter
EHS	Environmental, Health and Safety	PMDI	Polymeric Methylene Di-Phynel Di-isocyanates
EIA	Environmental Impact Assessment	PO	Propylene Oxide
EO	Ethylene Oxide	PSTL	Process Safety Technology Leader
ERM	Enterprise Risk Management	PU	Polyurethane
ES&OP	Extended Sales and Operations Planning	RCER	Royal Commission Environmental Regulations
GAMEP	General Authority for Meteorology & Environmental Protection	RCJY	Royal Commission for Jubail and Yanbu
GHG	GreenHhouse Gas	RC-SME	Reactive Chemicals- Subject matter expert
GJ	Giga Joule	RoSPA	Royal Society for Prevention of Accidents
GOSI	General Organization for Social Insurance	SAGIA	Saudi Arabian General Investment Authority
GPCA	Gulf Petrochemicals and Chemicals Association	SR	Saudi Riyals
GRI	Global Reporting Initiative	SBC	Sadara Business Complex
HCD	Human Capital Development	SDC	Surfactant Detergent Company
HDPE	High Density Polyethylene	SDG	Self-Directed Groups
HFCS	Hydrofluorocarbons	SDG's	Sustainable Development Goals
HLSim	Hearing Loss Simulator	SDS	Safety Data Sheet
HR	Human Resources	SF <sub>6</sub>	Sulfur hexafluoride
HRH	His Royal Highness	SFC's	Surfactants
Hi-Po	High-Potential	SOx	Sulfur Oxide
IDP	Individual Development Plan	SPDP	Sadara Professional Development Program
IFC	International Finance Corporation	SPOT	Sadara Program for Operators and Technicians
IH	Industrial Hygiene	SVC	Sadara Volunteer Club
ILM	Institute of Leadership & Management	TDA	Toluene Di Amine
IKTVA	The in-Kingdom Total Value Add Program	TDG	Transportation of Dangerous Goods
ISO	International Organization for Standardization	TDI	Toluene di-isocyanate
JAMAA	Jubail Area Mutual Aid Association	TOC	Total Organic Carbon
JIC	Jubail Industrial College	TTU	Thermal Treatment Units
KFIP	King Fahad Industrial Port	VOC	Volatile Organic Compounds
LCGPA	Local Content and Government Procurement Authority	VP	Vice President
LDPE	Low Density Polyethylene	WACs	Work Activity Coordinators
LLDPE	Linear Low-Density Polyethylene	WHO	World Health Organization

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