



**Oando**

RC 6474

...the energy to inspire

# Sustainable Energy Resilient Future

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SUSTAINABILITY  
REPORT

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**2023**



*We are Africa, We Are Oando*



# Oando

RC 6474

...the energy to inspire

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## Introduction

Oando PLC, as the largest integrated energy solutions group in Sub-Saharan Africa, holds a primary listing on the Nigerian Exchange Limited and a secondary listing on the Johannesburg Stock Exchange. Being Nigeria's premier indigenous, integrated energy company, Oando possesses the scale and expertise necessary to pursue new projects and seize acquisition opportunities. With its strategic positioning, Oando is poised to leverage the growth potential within the Nigerian energy sector.

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## Vision

To be the premier company driven by excellence.

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## Mission

To be the leading integrated energy solutions provider.

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Oando PLC is committed to excellence across all aspects of our operations, positioning itself as a leading integrated energy solutions provider. Our dedication to sustainability goes beyond addressing current needs, it ensures a prosperous future for generations ahead. Through innovation and industry best practices, we aim to set the benchmark for sustainable development in the energy sector, demonstrating leadership and excellence at every turn.

*We are Africa, We Are Oando*

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## About this Report – 2023 Sustainability Report



This Sustainability Report provides a transparent overview of Oando PLC's journey towards creating sustainable value for all stakeholders for the reporting period January 1, 2023 to December 31, 2023. It reflects our commitment to responsible business practices and aligns with our mission to create long-term value for stakeholders while minimizing our environmental impact.

Notably, this report being the 10th edition of the Oando PLC Sustainability Report serves as a testament to the progress we have made in advancing our sustainability goals while remaining accountable to all stakeholders over the years.

The report highlights our operational excellence, environmental stewardship and social responsibility through the expansion of Oando Clean Energy Limited (OCEL) into electric transportation, the impactful contributions of the Oando Foundation to education, and the advancement in our employee powered CSR initiative, The Aggregator Platform (TAP), which supports vulnerable communities in Nigeria. In recognition of our sustainability efforts, Oando PLC was awarded the ESG Company of the Year at the Africa Energy Week Awards in 2023 thus reinforcing our position as leaders in driving impactful and sustainable based practices in the energy sector.

To maintain accuracy and credibility of the information and data contained therein, this report has been prepared in accordance with the Global Reporting Initiatives (GRI), and also aligns with our 2023 Annual Report as well as the realization of the United Nations Sustainability Development Goals (SDG) to ensure a comprehensive and globally recognised approach.

***This report was published in August 2025.***

# SUSTAINABLE DEVELOPMENT GOALS





# Our Corporate Culture

At Oando, our investment in people is based on the belief that success in any situation is built around a strong gathering of minds. From the start of our journey, audacity, innovation and tenacity were at the heart of our philosophy. We combined these traits to create a company culture driven by 5 core values known as **TRIPP**.



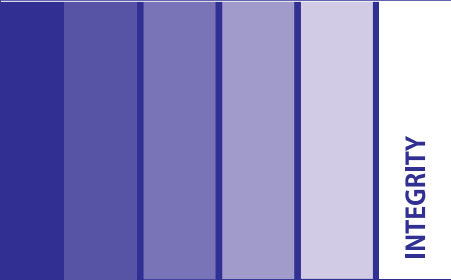
TEAMWORK

At Oando, all employees work together to actualise the organisation’s common purpose of solving energy problems with bold and innovative solutions.



RESPECT

Employees show empathetic consideration to one another, promoting inclusivity by appreciating others and valuing their contributions.



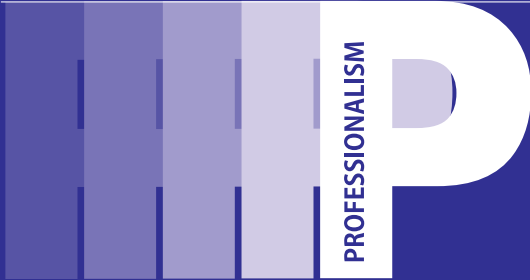
INTEGRITY

Our intrinsic values are embodied in our commitment to good corporate governance and transparency. This is evident not only in all our business dealings, but promoted as integral for strong employee interpersonal relationships and extended to our relationships with partners and the communities we operate in.



PASSION

Some say passion is what separates good companies from great ones. We agree. The will to work with enthusiasm to realise each employee’s full potential, and the company’s collective capacity is at the heart of everything we do.



PROFESSIONALISM

We champion excellence - as the partner of choice, we go the extra mile to ensure that our operations meet the highest professional standards and are diligently carried out whilst adhering to industry best practice.







# History of Oando - Since 1956
























Every chapter in our history is a testament to our unwavering commitment to sustainable growth, from powering communities to protecting the environment. Our legacy is not just about energy; it's about empowering a continent.

*We are Africa, We Are Oando*

 <b>Oando Trading DMCC</b>	 JOHANNESBURG STOCK EXCHANGE	 <b>GASLINK</b>				
<b>2004</b>	<b>2005</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<p>Oando Trading Limited and Oando Supply &amp; Trading Limited was incorporated</p> <p>Oando Gas &amp; Power (OGP) emerged as a result of Gaslink's gas distribution franchise and Oando's customer base</p>	<p>Oando became the first African company to achieve a cross-border inward listing on the JSE</p> <p>Oando Energy Services (OES) was incorporated</p>	<p>Gaslink laid 100km gas distribution pipeline in Lagos</p> <p>OES acquired 2 drilling rigs</p>	<p>Oando emerged Nigeria's first indigenous oil company with interest in producing deepwater assets by the acquisition of 15% equity in OMLs 125 &amp; 134</p> <p>OES acquired an additional drilling rig</p>	<p>2 swamp rigs acquired; bringing the total rig count to 5</p> <p>Gaslink phase 3 gas pipeline completed</p>	<p>OGP launched it's first Independent Power Plant, Akute IPP, a 12.15MW power plant for Lagos Water Corporation</p> <p>The company successfully completed a \$140 million rights issue which was 128% oversubscribed</p>	<p>Central Horizon Gas Company (CHGC) is awarded mandate for River State gas distribution</p> <p>Completed construction and commissioned of the 128KM Eastern Horizon Gas Company (EHGC) Pipeline</p> <p>FGN awards Oando/Agip consortium \$3 billion Central Processing Facility</p>
 <b>2017</b>	 <b>2018</b>	   <b>Oando</b>	 <b>2020</b>	 <b>Oando Clean Energy</b>	  <b>2023</b>	
<p>Oando PLC further divested 5% stake in midstream business to Helios Investment Partners</p> <p>Oando PLC divested its stake in Alausa Power Limited to Elektron Petroleum and Energy Mining Limited</p> <p>Oando completed 100% divestment of its downstream marketing business to OVH Energy</p> <p>Completed restructuring of \$40million facility, extending the tenor by a minimum of 30 months</p>	<p>Oando Commissions State-of-the-Art Head Office, The Wings Office Complex</p> <p>Oando completed 100% divestment of its midstream business to Axxela Limited</p>	<p>Oando and its Joint Venture Partners NNPC and NAOC makes significant gas &amp; condensates discovery onshore Niger Delta</p> <p>Oando successfully signs two Gas Supply Agreements (GSA) with the Nigeria Liquefied Natural Gas Ltd (NLNG), for the renewal of gas supply for Trains 1-3 and Train 7</p> <p>\$425m Reserve Based Lending (RBL) refinancing with Afrexim</p>	<p>\$100m accordion top-up facility with Afrexim</p>	<p>Oando Energy Resources launches its renewable energy subsidiary, Oando Clean Energy</p>	<p>Oando Clean Energy in collaboration with Lagos State and LAMATA launches the Proof of Concept for electric mass transit buses in Lagos State.</p>	

## Our Global Footprint

Oando operates globally with a strong presence in various locations worldwide. Our primary focus in the upstream sector is currently concentrated in West Africa. As pioneers in all facets of our operations, we continuously strive to lead the way in our industry. Our transformative nature as a company is reflected in our exceptional workforce, dedicated to upholding the highest standards, ensuring a promising future for all stakeholders.

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- 1 Nigeria
  - 2 São Tomé & Príncipe
  - 3 South Africa
  - 4 United Kingdom
  - 5 United Arab Emirates

- Primary Listing - NGX
- Secondary Listing - JSE







# Chairman's Statement

**HRM Oba Michael Adedotun Gbadebo, CFR**  
Chairman, Non-Executive Director



Dear Shareholders,

It is with great pleasure that I present the Sustainability Report for the year 2023. We extend our heartfelt gratitude to all our stakeholders for their unwavering support, which has been instrumental in guiding our company through a dynamic year. Your continued commitment has not only reinforced our position as an industry leader but has also earned our deepest appreciation.

Our commitment to integrating sustainability into our values, business procedures, and interactions with local communities has remained steadfast. This report reflects our continuous dedication to delivering value to society in the "Oando way," guided by the Sustainable Development Goals (SDGs).

## Global and Local Context

In 2023, global economic growth slowed, with a GDP growth rate of 3.3%, driven by persistent inflation, high borrowing costs, and trade uncertainties. The Western sanctions on Russia also disrupted global trade, especially in the energy sector. Despite these challenges, oil and gas markets stabilized, with Brent crude averaging \$83/bbl.

Domestically, the Nigerian oil & gas industry continued to face challenges from persistent oil theft and vandalism with nearly 5,000 illegal pipeline connections and 700 illegal refining sites discovered in the Niger Delta region. These security challenges, alongside a global shift towards cleaner energy sources, resulted in several International Oil Companies (IOCs) indicating their interest to divest from their onshore and shallow water assets in Nigeria.

Throughout the review period, our commitment to competition and achieving positive outcomes remained steadfast. In our trading operations, trading volumes for refined products (MT) declined by 14%. Turnover held steady at \$4.3 billion, with a 24% increase in traded volumes offset by lower oil prices, and net profit decreased to \$8.9 million from \$12.4 million in 2022. In our downstream operations, despite significant operational hurdles including security breaches and ongoing pipeline vandalism in the Niger Delta, we had a 12% increase in production with average production rising to 23,258bbl/day from 20,703boe/day the previous year driven by increased security intervention measures.

A major highlight was the signing of the Sales Purchase Agreement with Eni for the acquisition of a 20% stake in OMLs 60-63, set to boost our production capabilities.

## Oando Foundation

The Oando Foundation continued to champion **SDG 4 (Quality Education)**, reaching over 26,000 beneficiaries through infrastructure upgrades, scholarships, and teacher training. In partnership with Sumitomo Chemical, the third phase of the Clean Our World project was completed in Lagos, promoting environmental education and sustainable practices across 24 schools and 10 communities.

Additionally, the Foundation continued supporting education initiatives, such as the Ebola Education Support Fund, benefiting children who lost parents to Ebola. Through partnerships with USAID-LEARN to Read and FCDO PLANE, the Foundation supported over 18,000 learners with mother-tongue-based teaching materials and also funded Teach for Nigeria's Incubation Hub, which scales Edtech and climate action solutions.

## The Aggregator Platform (TAP)

TAP, an innovative initiative powered by our dedicated employees, known as the "Humans of Oando," has been on a mission to combat hunger and alleviate poverty in Nigeria. TAP expanded its support to 350 households in Isheri-Berger, 400 in Igbo-Efon, and 350 at the Okobaba Home of Destitute in Ebute-Meta.

## Oando Clean Energy

In line with **SDG 7 (Affordable and Clean Energy)**, Oando Clean Energy Limited completed its Lagos State Electric Bus Proof of Concept, a critical step towards broader EV adoption, and signed a Memorandum of Understanding with Cross River State to deploy sustainable transportation solutions, reinforcing our commitment to clean energy initiatives.

## Corporate Governance

Our company continues to uphold transparency, ethical practices, and accountability, cementing our reputation as a governance leader. Our robust materiality assessment ensures alignment with stakeholder expectations and the United Nations Sustainable Development Goals (SDGs), positioning Oando as a driving force for sustainability in Nigeria. We successfully convened our 44th Annual General Meeting and concluded the development of an integrated ESG Framework for Oando PLC, reinforcing our commitment to sustainable and responsible operations.

Our Board of Directors continues to provide strategic oversight, fostering a culture of integrity and innovation. Through regular reviews, enhanced compliance protocols, and a commitment to ethical leadership, we have ensured that governance remains a cornerstone of our long-term success.



# Chairman's Statement



## Advancing Our Sustainability Agenda

As corporate organizations become increasingly aware of the global demands for sustainable practices and corporate responsibility, we maintain our commitment to making sustainability the cornerstone of our business strategy. The company firmly supports the achievement of all United Nations Sustainable Development Goals (SDGs).

Oando and its Joint Venture partners significantly reduced gas flaring to 5% of total produced gas in 2023, achieving a 92% reduction since 2008. The company has also invested in infrastructure to channel flared gases for commercial use, aligning with Nigeria's target of zero gas emissions by 2025 and contributing to **SDG 13 (Climate Action)**.

In alignment with **SDG 5 (Gender Equality)** and **SDG 8 (Decent Work and Economic Growth)**, we achieved a 44% gender parity ratio across our workforce, reflecting our commitment to fostering an inclusive and diverse workplace.

In 2023, we strengthened our partnerships with host communities through a range of impactful initiatives. These included investments in education, healthcare, and infrastructure development, directly addressing critical needs and fostering long-term growth. Oando continued with the setup of the Joint Ventures Host Community Development Trust Boards (HCDTs), in line with the Petroleum Industry Act (PIA).

In alignment with **SDG 9 (Industry, Innovation and Infrastructure)**, the company executed projects such as construction of over 6.207 KM of Asphalt Road with drainages, power/water supply to local communities, empowerment project and provision of Health care equipment to our host communities within the year under review.

In conclusion, we look forward to 2024 with optimism, remaining steadfast in our commitment to upholding sustainable goals and setting benchmarks for companies both locally and globally. Our dedication to people, communities, and the environment will continue to guide our projects and initiatives. We deeply value your continued support and trust as we advance towards a more sustainable and responsible future.

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In 2023, despite global economic challenges, Oando remained unwavering in its commitment to sustainability, from reducing gas flaring by 92% to championing education for over 26,000 beneficiaries through the Oando Foundation.

*We are Africa, We Are Oando*

Handwritten signature of HRM Oba Michael Adedotun Gbadebo.

**HRM Oba Michael Adedotun Gbadebo, CFR**  
Chairman, Non-Executive Director

# Group Chief Executive's Report

**Jubril Adewale Tinubu CON**  
Group Chief Executive



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In 2023, Oando PLC demonstrated resilience and strategic foresight, achieving a 43% revenue surge, pioneering electric mass transit, and expanding renewable energy initiatives across Nigeria, a testament to our unwavering commitment to sustainable progress.

***We are Africa, We Are Oando***

The year 2023 has been a transformative period for Oando PLC, marked by remarkable achievements and steadfast progress towards our strategic goals.

Globally and in Nigeria, the oil and gas industry experienced several market-defining transactions and events, as well as legal and regulatory developments. The first quarter of 2023 witnessed the general elections which effectively marked the end of the previous government administration at the state and federal level and officially ushered in a new administration of President Bola Ahmed Tinubu as the president-elect of the Federal Republic of Nigeria. This is in addition to a number of critical events which occurred in 2023 such as the operationalisation of the Dangote oil refinery, the revitalisation of the moribund refineries, implementation of the Nigerian Energy Transition Plan (ETP), unification of Nigeria's multiple exchange rates by the floating the naira, introduction of the Electricity Act of 2023 and the announcement of diversification of investments by international oil companies to indigenous oil companies.

For Oando, the year 2023 witnessed the signing of a Sales and Purchase Agreement with Eni to acquire the Nigerian Agip Oil Company's (NAOC) 20% stake in Oil Mining Leases (OMLs) 60 to 63, a move set to significantly boost our oil and gas production capacity. Oando PLC also earned the prestigious ESG Company of the Year award at the Africa Energy Week Awards.

## **Financial and Production report**

At the end of the year, the company's revenue surged by 43%, reaching N2.8 trillion. This growth was driven by a significant increase in our trading activities and favourable exchange rate translations, higher oil and natural gas production, offset by lower NGL production volumes and realized prices. As a result, we achieved a Profit-After-Tax of N60.2 billion, marking a significant turnaround from the challenging position recorded in the previous year.

With regards to production, a 12% increase in production with average production rising to 23,258bbl/day from 20,703boe/day the previous year driven by increased security intervention measures was recorded despite significant operational hurdles including security breaches and ongoing pipeline vandalism in the Niger Delta. Average production from our NAOC JV –rose by 11% to 21,045 boe/day, Qua Ibo's output declined to 486 bbls/day while Ebendo's production rose by 29% to 1,727 bbls/day, attributable to the commencement of production from two new wells drilled in Ebendo North, underscoring our focus on strengthening infrastructure and ensuring sustainable growth. During the twelve months to December 31, 2023, the Group incurred \$52.3 million on capital expenditures related to the development of oil and gas assets and exploration and evaluation activities, compared to \$101.9 million in the twelve months to December 31, 2022.



# Group Chief Executive's Report

## Oando Foundation

Oando's flagship CSR platform directly reached 26,000+ beneficiaries with knowledge of sustainable environmental practices, proper waste management approaches and upcycling. The Foundation provided over 500 relevant teaching and learning materials in target schools and communities to support knowledge transfer.

The Foundation also strengthened capacity of 258 teachers, community members, and Local Government Education Authority (LGEA) officials in environmental education, upcycling, gardening, and composting. 1,978kg of recyclable plastic waste collected across target communities. The Oando Foundation established and supported Environmental Clubs in 24 schools.

The Foundation also executed Clean-up and sensitization campaign in Anibaba Community, Kosofe Local Government Area, encouraging environmentally responsible behaviors among residents.

## The Aggregator Platform (TAP)

TAP which is a CSR initiative powered by the Employees of Oando continued to focus on supporting the realization of SDG 2: Zero Hunger, by cushioning the impact of the looming food insecurity in Nigeria through distribution of relief food supplies to the most vulnerable households, starting from Lagos state.

In 2023, TAP expanded its outreach to three communities in Lagos State, reaching 350 households in Isheri-Berger; 400 households in Igbo-Efon; and 350 households in Okobaba Home of Destitute, Ebute-meta.

“

From acquiring a 20% stake in NAOC's OMLs to empowering communities through education and clean energy solutions, Oando remains resolute in creating a lasting impact, a journey defined by progress, purpose, and people.

**We are Africa, We Are Oando**



## Oando Clean Energy Limited (OCEL)

OCEL successfully completed a 90-day Proof of Concept within Lagos pioneering the use of high-capacity electric passenger buses for mass transportation in Sub-Saharan Africa with a fleet of 2 electric vehicles (EVs). These buses travelled a total of 66,867 kilometers, showcasing the fleet's potential for high-impact urban transit and achieved an impressive energy regeneration milestone of 28,447 MWh over 3,520 hours of operation, mitigating the use of 51,115 litres of diesel, avoiding the emission of 139,662kg of CO2 exemplifying the efficacy, sustainability, and commercial viability of this transit model. Additionally, an MOU was signed with Cross River State to deploy sustainable transportation initiatives.

OCEL's growth trajectory extended to other renewable energy fronts, particularly in geothermal and solar. In partnership with NNPC E&P Limited (NEPL), we secured a formal agreement to explore geothermal resources, marking a significant step in diversifying Nigeria's energy sources. In the same vein, recognizing the shift in Nigeria's energy mix towards solar energy, a strategic partnership was secured with the Rural Electrification Agency (REA) to develop solar mini grids in rural areas. OCEL continued to mature its 1.5GW Solar Assembly Plant project and has engaged several leading solar original equipment manufacturers (OEM) to bring this vision to life, aiming to support Nigeria and the broader Sub-Saharan market's expanding need for renewable energy solutions.

OCEL also advanced its wind energy vertical, completing Phase 1A desktop studies for a wind profile with plans to deploy onshore turbines for large-scale wind power generation to support Nigeria's low-carbon transition. Through these multi-faceted initiatives, OCEL is reinforcing its role in fostering energy resilience and sustainability across Africa.

Looking ahead, our focus remains steadfast on driving growth and development across our upstream operations while expanding the reach of renewable energy solutions through Oando Clean Energy Limited. We deeply value the unwavering support of our stakeholders and appreciate their integral roles in advancing our journey toward a sustainable future.

**Jubril Adewale Tinubu CON**  
Group Chief Executive







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## Our Material Issues in 2023



Our material issues in the year under review are shaped by stakeholder concerns, our commitment to the SDGs, matters important to the success of our business and issues of global and national importance, for example: poverty; education; gender equality; climate change adaptation/mitigation; and economic growth. During the year, periodic review meetings were held at different levels of management; including our monthly performance review meetings; Executive (Exco) meetings; Group office meetings; and Group Leadership Council (GLC) meetings.

At these meetings, analysis of the performance of our business against set targets is undertaken. During these reviews, we consider the factors, events and trends which may have occurred within our industry in that period to impact on our performance. These reviews are primarily done to determine conformity with our corporate strategy and brand. The Board of directors also receive regular reports from the deliberations of these management meetings either directly or from its Board Committees and gives feedback to Management at the board meetings or through the Company Secretary.

The feedback process from Management to the Board of Directors and vice versa happens at regular intervals throughout the year to enable us identify or confirm and monitor closely the issues material to our operations. We are also able to refine aspects of our strategy as we negotiate the myriad of sociopolitical challenges and opportunities in the oil and gas industry. Our material issues have been identified on the basis of their relevance and significance to our business and categorized under the triple bottom line criteria, showing our Economic, Environmental and Social performance for the year under review. We ensured that our issues of importance were in alignment with the Sustainable Development Goals which are the global priorities till year 2030.

## Our Material Issues in 2023

We have identified our material issues in accordance with specific targets of the SDGs which we contribute to:





# Our Material Issues in 2023



## Economic

### Creating Value

The goal to give value to our investors and shareholders remains constant. Our operations provide value to several groups of stakeholders such as Employees, Investors, Governments & Regulators, Host communities etc. In summary, we work to balance the competing interests of all our stakeholders while meeting our business obligations.

### Maximising our Opportunities

The constantly changing business landscape and in particular the oil and gas sector creates numerous risks and opportunities. The ease with which we adapt to the changes and develop innovative ideas enables us identify and maximize the opportunities occasioned by these changes such as the drive for increased local participation in our sector. Adequately harnessing these attributes will enable us increase our productivity and income.

### Leveraging Technology to Improve Efficiency

Technological solutions focused on cost optimization, improved performance and profitability are always being sought, implemented, and updated at Oando. These solutions in addition enable us deliver efficiently on our business objectives. They also enable us actively address such issues as our carbon footprint and other climate-related target improvements.

## Environment

### Protecting our Environment

Our environmental management philosophy is based on the intent to derive benefit from natural resources in the environment, whilst doing the least harm possible. This is because we are fully aware of the potential risks inherent in our operations coupled with the many challenges such as vandalism, oil theft, sabotage etc. that pervade the industry. We have therefore developed systems for the appropriate monitoring of our key indices to prevent the crystallisation of environmental risks inherent in our operations.

### Water, Gas Flaring and Air Quality

In consideration of the discussions around the issues of climate change, a key aspect of monitoring our impact on the environment centres around our utilisation of natural resources and the consequent outputs such as effluents and discharges into water bodies, land, and the atmosphere. As a result, we have always ensured that we stay well within the specified regulatory limits for these environmental indicators.

### Waste Management

We have consistently ensured that all categories of waste generated in all our operations are appropriately processed in line with the 4 "Rs" of waste management technique- Re-use, Reduce, Recycle and Recover. Improper management of waste in whatever form results in pollution of the natural environment. The objectives of the four-waste management system are the prevention of pollution.

## Social

### Developing our People

In addition to employing and retaining the right people for the job, investing in the development of our human capital is a key priority. Leveraging opportunities for capacity development backed by employee growth clear career development trajectories will ensure that we have a steady stream of seasoned professionals to continue our legacy of operational excellence for years to come.

### Workforce Wellness, Motivation and Empowerment

In addition to programs designed to promote the health, wellbeing, safety, and security of our employees both at work in their personal lives, we have also sought to appropriately remunerate, motivate and empower them in order to sustain their passion for work and consequently, their productivity. This is in line with our goal to be the employer of choice.

### Building Sustainable Cities

The development of our host communities is a huge priority for our ongoing operations. Host communities are important stakeholders and indeed partners to our business. In line with our definitions of sustainability, we actively collaborate with our host communities to meet both their needs and ours without destroying the environment and adversely affecting the ability of current and future generations.

### Advancing our Commitment to Ethical Conduct

Over the years, we have consistently built up our governance framework by setting up adequate structures in the form of policies and processes for the effective dissemination of governance best practices in the way we have chosen to conduct business with our stakeholders. We understand that business ethics is not a destination but rather a continuum that must be advanced till there is total alliance with emerging global governance ideals.

### Access to Basic Education

The Oando Foundation supports the Federal Government of Nigeria in the achievement of its Universal Basic Education (UBE) goals which includes the eradication of illiteracy, ignorance, and poverty amongst other priorities. In addition, the Foundation holds as priority other development issues such as education of the girl child and sanitation in our adopted schools.









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# Risk Management and Controls



## 8 DECENT WORK AND ECONOMIC GROWTH



## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



### Risk Management and Controls

The Enterprise Risk Management (ERM) function reports to the Group Chief Financial Officer (GCFO) and the Board through the Board Risk, Environmental, Social, & Governance (“Risk”) Committee. The function supports the Risk Committee in providing independent risk oversight, working with financial and operational management to design and implement efficient and effective processes for identifying, analysing, and treating risks. The ERM function is involved in facilitating and monitoring the implementation of effective risk management practices, assisting risk owners in defining risk exposure and reporting adequate risk-related information throughout the organization for effective decision making.

A major objective of the ERM function is to collaborate with management in maintaining organisational risks at acceptable levels, ensuring an optimal balance between threats and opportunities, aligned with the corporate strategy and the Board and Executive Management’s risk appetite team. The function is concerned with ensuring the effective achievement of organisational goals and appropriate management of the organisation’s assets, including prevention of losses from unwanted events.

The ERM function contributes to value creation by identifying and reducing risk with mitigating actions relating to future cash flows and business performance. It also helps to improve the company’s ability to identify opportunities and threats, thereby maximising risk opportunities, earnings potential and ultimately, stakeholder value.

# Risk Management & Controls



## Risk Governance

Feedback from internal stakeholders is reported to the Board through formal quarterly risk reporting as well as daily/weekly/monthly engagements between members of the executive management. The Risk Committee of the Board is responsible for reviewing the effectiveness of company's risk management processes. The Committee conducts quarterly reviews and provide feedback on oversight actions required by the risk management team and executive management.

The risk report is updated quarterly and finalised ahead of the quarterly risk committee and board meetings. The final report is reviewed by the Group Chief Financial Officer(GCFO), the Group Chief Operating Officer(GCOO) and the Group Chief Executive and thereafter sent to the company secretary representative in charge of sending out notifications for the meeting. All collated reports are thereafter reviewed by the board committee and shared with all board members. The reports are usually circulated 2 weeks ahead of the scheduled meeting.

The company has a toll-free whistleblowing hotline managed by KPMG on behalf of the company to ensure anonymity and protection of the identity of all whistleblowers. The whistleblowing hotline is available to employees, vendors, customers, partners, and all other external stakeholders. The company's management also encourages the reporting of unethical or unlawful behavior, and matters related to the company's integrity. Issues reported are promptly investigated by the Governance and Internal Audit units. Upon completion of the investigation, a formal report is presented to the Audit Committee and senior management with appropriate recommendation / remedial actions. Feedback is also provided to the whistleblower via the KMPG hotline.

## Oando PLC - Group Risk Profile

To ensure sustainable and long-term shareholder value, several risks and uncertainties impact the organisation's ability to deliver on its strategic objectives. These risk factors, individually or in combination, could have a material adverse effect on the implementation of the organisation's business strategy, financial performance, and reputation. Notably, the results of the 2023 presidential and gubernatorial elections have heightened the company's Politically Exposed Persons (PEP) and related party exposures, potentially leading to increased scrutiny and monitoring by regulatory bodies.

Industry outlook continued to reveal an increase in third party incursions industry-wide, which is also affecting the group's E&P assets. This, coupled with pipeline/equipment integrity issues on the major trunklines had a direct negative impact on production numbers, further worsening the group's liquidity issues due to delays in lifting on the Group's major assets. Consequently, crude theft and vandalization activities have been a critical risk

factor to the achievement of the company's objectives. To this end, the alternative evacuation strategy using barges was implemented during the year to transport crude from the Ogbainbiri flow station to Brass Terminal. The implementation led to an improvement in quantities of crude getting to the terminal, albeit at an additional cost to the joint venture, coupled with improvements in production numbers directly attributed to the Federal Government security initiative instituted late FY 2022.

The company's risk profile however remains high due to the following:

- Ongoing production ramp up challenges – impacting revenues, short- term liquidity /cash flows and overall business performance.
- Heightened liquidity risk – Challenges in servicing critical debt obligations and finalization of restructuring terms for the medium-term Loan (MTL) and Corporate Facility (CF).
- The above factors significantly limited financing, operating and business diversification/expansion cashflows and initiatives. This limitation had a major impact on business expansion (OCEL, Mining and Infrastructure initiatives) during the year.
- Lingering regulatory and reputational risks due to unpaid royalties, taxes and other regulatory liabilities.



Risk is not just about managing threats; it's about seizing opportunities to strengthen our foundation and build a resilient future. At Oando, we balance vigilance with vision, identifying risks, embracing opportunities, and creating sustainable value for our stakeholders.

*We are Africa, We Are Oando*



# Risk Management & Controls

Against this background, we continue to identify and assess key risks that could impact on the Group's short, medium to long term goals and business sustainability. The top risks are as follows:

S/N	TOP RISKS	DETAILS AND MITIGATION CONTROLS FOR TOP RISKS
1.	<b>Business Sustainability and Going Concern Risk</b>	<p>FY 2023 saw exit production numbers of 15,861 boepd and 7,188 bopd compared to FY 2022 of 20,932boepd and 5,349bopd. Production performance dropped further in comparison to prior year. 1.73million bbls of crude lifted in FY 23 against plan of 3.09m bbls (44% below plan)</p> <p><b>Mitigating Measures</b></p> <p>The Sales and Purchase Agreement (SPA) for the acquisition of 20% of NAOC's interest in the OML 60 -63 asset was signed by both parties with the agreed \$50m signing payment paid.</p> <p>A Mandate Letter Agreement (MLA) for an \$800m syndicated dual facility was signed with Afrexim as Lead Arranger.</p> <p>Alternative evacuation through barging on the NAOC asset commenced during the year, resulting in slight improvements in production numbers. However, this initiative was discontinued by the Operator shortly after.</p>
2.	<b>Liquidity Risk</b>	<ul style="list-style-type: none"><li>• Liquidity risk remained significant, primarily due to a decrease in projected cash flows because of sustained declines in production numbers during the year.</li><li>• Delayed payment of critical debt service obligations</li><li>• Acquisition financing risk as a result of operating and debt service liquidity exposures and the impact of this on potential financiers' credit perception</li><li>• The group's ability to optimally achieve its business (operating and diversification) objectives is dependent on an improvement in its liquidity position.</li></ul> <p><b>Mitigating Measures</b></p> <p>The proposed acquisition of ENI's stake in the NAOC JV with a view to better and more cost efficiently manage the asset and provide the opportunity to raise the required capital for a healthier balance sheet.</p> <p>The Group has continued the restructuring of its balance sheet through board approved loan restructuring exercises with the MTL and CF bankers. Management was able to re-align interest payment terms on the MTL loan to the organization's current cash flow realities as at the end of FY23.</p> <p>To address the volatility in prices, hedging arrangements were put in place by management.</p> <p>The Treasury Manager monitors cash flow on a weekly basis estimating the liquidity needs and ability to meet future obligations. This involves comparisons with forecasts, investigation of differences, and identification of changes in cash flow requirements. These positions are discussed and evaluated with the Head Treasury and the GCFO.</p> <p>The Business planning/economics team and Finance Manager carries out stress testing on assumptions used in preparing project model which includes inflation, interest rate and exchange rate simulation and develops scenario-based hurdle rates for investment decisions. This ensures that the company is aware and adequately prepared to handle inflation, interest, and exchange rate fluctuations.</p> <p>The company has a formal contingency funding plan (CFP) that sets out the strategies for addressing liquidity shortfalls in emergency situations. The contingency plan includes contingency overdraft lines with banks, unencumbered cashflow from an asset and a cushion of unencumbered, high quality liquid assets to be held as buffer for liquidity stress situations.</p>

# Risk Management & Controls

S/N	TOP RISKS	DETAILS AND MITIGATION CONTROLS FOR TOP RISKS
3.	<b>Regulatory and Reputational Risk</b>	<p>The Group has unpaid tax and regulatory liabilities (royalties) as at the end of FY 2023. This was heightened during the period due to liquidity challenges experienced.</p> <p><b>Mitigating Measures</b> There is significant engagement with the tax and NUPRC authorities on outstanding taxes and royalties. Agreed payment terms on some of these liabilities have commenced.</p>
4.	<b>Macroeconomic Risk</b>	<p><b>Upstream business</b> Volatility in oil and gas prices is a critical industry risk. However, in FY 2023 oil prices averaged Brent crude oil prices averaged \$82.4 as against an average \$100.93/bbl in FY 2022.</p> <p>To address volatility in prices during the year, the Group had in place economic hedges using financial commodity contracts on crude. The economic hedges were aimed at cushioning the Group's exposure to fluctuations in crude oil prices and the associated financial risk/effect.</p> <p><b>Mitigating Measures</b> Management's strategy remains that of cost optimization, hence the planned acquisition of ENI's 20% WI on the OML 60 - 63 asset with a view to more cost efficiently manage the asset.</p> <p>Management maintained the crude price hedge to preserve the value of the Group's investment and continued to review for appropriateness and sufficiency.</p>
5.	<b>Strategic and Business Model Risk</b>	<p>This addresses the risks of potential negative impact on the group's earnings, profitability and capital base arising from a selection of misaligned business strategies. It also addresses a change in strategy by pivoting into the renewable energy sector due to rising ESG risks and considerations in the industry at large.</p> <p><b>Mitigating Measures</b> The company has embarked on several business diversification and expansion initiatives to shore up assets/reserve base/ production/revenues and guarantee additional cashflows possibly in the short to medium term. These initiatives include business opportunities in the bitumen mining and renewable/ green energy initiatives)</p> <p>Continuous management reviews of business policies were carried out to identify areas for strategic improvement. Operational reviews also took place for proper project evaluation.</p> <p>An ESG framework is currently being put together for the Group incorporating the effects of all clean energy initiatives being embarked on by subsidiaries.</p>



# Risk Management & Controls

S/N	TOP RISKS	DETAILS AND MITIGATION CONTROLS FOR TOP RISKS
6.	Cybersecurity and Business Continuity Risk	<p>The cyber threat landscape is constantly changing as a result of the increased reliance on technology by businesses. Due to the dynamism of the technology landscape and the rise of cyber-crimes, it is anticipated that there would be multiple privacy and cybersecurity breaches within Nigeria.</p> <p><b>Mitigating Measures</b></p> <p>The Group continued its ISO 27001 – Information Security Certification risk monitoring and testing activities in a bid to adequately address cybersecurity risks.</p> <p>To adequately protect the organization from threats that might impinge on future cash flows and shareholder value, the Group’s approach to cybersecurity has kept pace with on-going developments within the cyber security spectrum. In mitigating cyber risk, the Group has been proactive with the security of its IT infrastructure; undertaking remediation activities for issues noted from vulnerability and penetration testing activities, ensuring that our IT systems are updated with the latest patch releases from security vendors, and also a general improvement in enterprise security awareness.</p> <p>Existence of a disaster recovery policy and plan with provisions for annual testing.</p>



In a digital world where risks evolve as fast as technology, we fortify our defences, safeguarding data, securing assets, and ensuring business continuity. At Oando, resilience is not just a policy; it’s a commitment.

*We are Africa, We Are Oando*

## Stakeholder Engagement

Stakeholder engagement is crucial to the successful implementation and operation of the risk management and control unit. Internal stakeholders engaged by the risk function include the Board of Directors, Risk Committee, Audit Committee, Executive Management, function heads, Operations and Technical Staff. External stakeholders include External Auditors and Consultants. Effective engagement with all identified stakeholders is essential for the success of the risk management and control unit.

S/N	Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/issues raised	Resolution Strategies
<b>Internal</b>					
1	Board of Directors	Oando PLC Enterprise Risk Management (ERM) framework  Board Committee Terms of reference	Through the Risk Committee reports	Company's Risk Profile – enumeration of key risks and mitigation plans  Business performance and profitability  Efficiency of business operations	Quarterly reports to the Board  Face to face meetings to deliberate on content of report
2	Risk Committee	Oando PLC ERM Framework  Risk Committee Terms of reference	Risk Committee Reports  Face to face meetings and presentations	Business performance and profitability  Company's Risk Profile  Liquidity concerns  Regulatory compliance  Efficiency of business operations  Financial reporting	Quarterly reports to the Committee  Deliberation on report content
3	Audit Committee	Oando PLC ERM Framework  Risk Committee Terms of reference	Face to face meetings, presentations, and reports	Business performance and profitability  Company's Risk Profile  Liquidity concerns  Regulatory compliance,  Financial reporting	Face to face board meetings to deliberate on risk report content
4	Executive Management	Oando PLC ERM Framework  Annual Enterprise Risk Management Plan	Face to face meetings, presentations/reports and emails	Business strategy execution  Achievement of Corporate objectives Efficiency of business operations	Daily engagement on achievement of business objectives and effectiveness of risk mitigation strategies in place
5	Function Heads	Oando PLC ERM Framework  Annual Enterprise Risk Management Plan  Approved Annual business plan	Face to face meetings, reports and emails	Achieving set business objectives and targets in line with the business plan	Daily engagement on achievement of business objectives and effectiveness of risk mitigation strategies in place
6	Operations and Technical Staff	Oando PLC ERM Framework  Annual Enterprise Risk Management Plan  Approved Annual business plan	Face to face meetings, reports and emails	Achieving set business objectives and targets in line with the business plan	Daily engagement on achievement of business objectives and effectiveness of risk mitigation strategies in place
<b>External</b>					
1	External Auditors	Statutory requirement	Face to face meetings, reports and emails	Reliability of financial statements and management representation of material transactions during the year	Annual support during the execution of the statutory audit









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## Peace, Justice and Strong Institutions

- Internal Audit
- Governance



### Sustainability Strategy

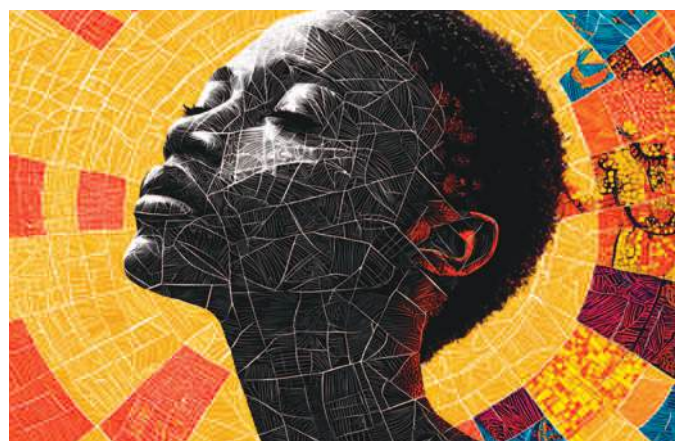
The Internal Audit Function plays a crucial role in ensuring the company's Risk Management, Governance, and Internal Control processes are functioning effectively. In support of **United Nations Sustainable Development Goal (SDG) 16.6** which is to develop effective, accountable and transparent institution, this function provides independent assurance to support the Board and Management in the successful execution of the Oando Strategy. Additionally, the Internal Audit team coordinates Joint Venture Audits to hold operating partners accountable for responsible production while ensuring optimal value is achieved.

In the reporting year, the Internal Audit Unit's reviews focused on several areas. These include; Information Technology General/Security Reviews due to the Company's high dependence on information processing systems and the heightened risk of cyber-attacks associated with remote working. Joint Venture Audits along with reviews of controls over financial reporting and other non-financial aspects of the group's operations. The table provided below indicates the Internal Audit Unit's performance against Key Performance Indicator (KPI) targets set for the period.

### Key performance indicators for 2023 Reporting Year

KEY PERFORMANCE INDICATORS (KPI)	TARGET	ACTUAL
Percentage coverage of audit plan	80%	75%
Percentage of recommendations implemented	70%	67%
Business unit / Auditee satisfaction survey	80% of respondents are satisfied with the audit	90%
Significance of audit findings / recommendations.	30% of issues raised should address high risks	55%
Actual vs Budget hours spent on audit engagements.	<110%	102%





## Organizational Profile

In line with the **SDG 16- Peace, Justice and Strong Institutions**, the Internal Audit Function reports directly to the Statutory and Board Audit Committees of Oando PLC and administratively to the Group Chief Executive (GCE) of the company. The Unit, in performing its duties, also engages various levels of management (executive, senior and mid-level) and other employees.

## Internal Audit Governance

Our Internal Audit Unit is required by the Code of Corporate Governance to report directly to the Audit Committee of the Board and administratively to the Group Chief Executive (GCE). The Unit's direct reporting to the Audit Committee contributes significantly to its independent status within the organization. Furthermore, the General Manager (GM), Internal Audit and Controls has direct access to the Chair of the Audit Committee, as recommended by the Code of Corporate Governance. The Audit Committee is responsible for reviewing the performance of the Internal Audit Function as well as the remuneration of the GM Internal Audit and Controls. The Audit Committee also holds separate meetings with the GM Internal Audit and Controls.

The Internal Audit Unit follows a risk-based approach to develop its Plan of Activities and Reviews to be performed in a financial year. This audit plan is linked to the company's overall risk management framework, enabling the Unit to provide assurance to the Board of Directors that risk management processes are effective in relation to the company's risk appetite. The audit plan is reviewed and approved by the Audit Committee.



Integrity drives our audit strategy, safeguarding value, enforcing compliance, and fostering sustainable growth. We are Africa.

*We are Africa, We Are Oando*

At the conclusion of each audit engagement, the Internal Audit Unit prepares and issues a written report. These reports are distributed as deemed appropriate. Aggregated significant issues are reported to the Audit Committee and GCE at least once a quarter or as required by the Audit Committee.

In the reporting year, the Internal Audit Unit communicated fifteen (15) critical concerns to the Board and Audit Committee. The Audit Committee and Board of Directors engaged with the executive management to ensure prompt remediation of these issues. Details of the critical concerns communicated to the Board and Audit Committee during the period are provided in the table below.

NATURE OF CRITICAL CONCERNS	NO. OF CRITICAL CONCERNS
Governance / Strategy	4
Financial Exposure / Misstatement	4
Reportable Condition	6
Non-Compliance with Policies and Procedures	1
<b>Total</b>	<b>15</b>

All fifteen (15) issues reported have been appropriately remediated by management with adequate measures put in place to prevent recurrence.

## Anti-Corruption

In alignment with **SDG 16, particularly target 16.5** which is the reduction of corruption and bribery in all forms, Oando has a toll-free whistleblowing hotline, which is managed by KPMG, to ensure the anonymity and protection of the identity of all whistleblowers. The hotline is available to employees, vendors, customers, partners, and all other external stakeholders. The Company encourages the reporting of unethical or unlawful behavior, as well as matters related to the Company's integrity. Issues reported are promptly investigated by the Compliance and/ or Internal Audit units. Upon completion of the investigation, a formal report is presented to the Audit Committee and senior management, including appropriate recommendations and remedial actions. Feedback is also provided to the whistleblower via the KPMG hotline.

During the period, there were no significant risks related to corruption identified through risk assessment and internal audit activities.

# Peace, Justice, and Strong Institutions

## INTERNAL AUDIT

### Stakeholder Engagement

In tandem with **SDG 16.7** which aims to ensure responsive, inclusive, participatory and responsive decision making at all levels, the Unit engages with various levels of management on a continuous basis in the course of carrying out its activities, which involves reviewing processes and operations and following up on recommendations. Each year, the stakeholder engagement is determined by the Internal Audit Charter and the Internal Audit Plan approved by the Board. This Plan outlines the reviews to be carried out during the period and specifies the reporting requirements for the Internal Audit Function.

The schedule below highlights the key stakeholders, their frequency of communication, and communication modes, stakeholder concerns, and resolution strategies.

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/issues raised	Resolution Strategies
<b>Internal</b>				
Board of Directors	Internal Audit Charter	Through the Audit Committee's reports	Business profitability, Compliance with regulations and policies  Financial Reporting  Effectiveness of Operations	Quarterly reports to the Board for deliberation on business updates
Audit Committee	Internal Audit Charter	Face to face meetings  Presentations, and reports	Business Enterprise Sustainability, Compliance with regulations and policies  Financial Reporting, Effectiveness of Operations	Quarterly report of business updates and significant issues
Group Chief Executive Officer	Internal Audit Charter	Face to face meetings  Presentations, reports, and emails	Profitability and Value to Stakeholders	Quarterly update and discussion on business performance
Executive Management	Internal Audit Charter	Face to face meetings  Presentations, reports, and email	Achieving strategic objectives of the organization	Daily interaction on achievement of business risks and objectives
Function Heads	Approved Internal Audit Plan	Face to face meetings  Reports, and emails	Delivering on business objectives	Daily interaction on the achievements of business risks and objectives
Operations and Technical Staff	Approved Internal Audit Plan	Face to face meetings  Reports, and emails	Delivering on business objectives	Daily interaction on the achievements of business risks and objectives
<b>External</b>				
Counterparts on Joint Venture assets	Joint Operating Agreement	Face to face meetings  Reports  Emails	Efficient delivery of JV work program in line with the Joint Operating Agreement	Joint Venture audit reviews and other interactions with operators
External Auditors	Statutory Requirement	Face to face meetings, reports, emails	Reliability of financial information	Annual support for execution of external audit



# Peace, Justice, and Strong Institutions

## GOVERNANCE



### Peace, Justice, and Strong Institutions (Governance)

The Company is a public company Limited by Shares registered in the Federal Republic of Nigeria. It holds a primary listing on the Nigeria Stock Exchange and a secondary listing on the Johannesburg Stock Exchange.

Ownership of the Company is distributed as follows:

- Ocion & Oil Development Partners holds 57.3% of the shares;
- Leaf Investment & Realtors Limited owns 15.83%, and
- over 273,860 shareholders holding 28.60%.

The Company is dedicated to the protection and promotion of shareholder interests. The Company recognizes the importance of the adoption of superior management principles and its resulting valuable contribution to sustainable business prosperity and overall accountability to its shareholders.

### Legal Form

The Company commenced operations in 1956 as a petroleum marketing company in Nigeria under the name ESSO West Africa Inc., a subsidiary of Exxon Corporation (Exxon), and was incorporated under Nigerian Law as Esso Standard Nigeria Limited (Esso) in 1969. In 1976, the Federal Government acquired Exxon's interest in Esso; Esso was nationalized and rebranded as Unipetrol Nigeria Limited (Unipetrol).

A process of privatization began in 1991 when the Federal Government divested 60% of its shareholding in Unipetrol to the public. Unipetrol's shares were listed on the



Nigerian Exchange Limited (the NGX) in February 1992, quoted as Unipetrol Nigeria PLC. Under the second phase of the privatization process, the Federal Government sold its remaining shareholding in Unipetrol. In 2000, Ocean and Oil Investments (Nigeria) Limited, the Company's major shareholder (OOIN), acquired 30% in Unipetrol from the Federal Government. The residual 10% stake held by the Federal Government was sold to the public in 2001. In August 2002, Unipetrol acquired a 60% stake in Agip Nigeria PLC (Agip) from Agip Petrol International. The remaining 40% of the shares in Agip was acquired by Unipetrol by way of a share swap under a scheme of merger. The combined entity that resulted from the merger of Unipetrol and Agip was rebranded as Oando PLC in December 2003.

In 1999, Unipetrol acquired a 40% stake in Gaslink Nigeria Limited (Gaslink); this stake was subsequently increased to 51% in 2001. The Company's Gas and Power division emerged as a result of the consolidation of Gaslink's gas distribution franchise and the Company's customer base in 2004. On 25 November 2005, the Company was listed on the main market of the Johannesburg Stock Exchange (the JSE) and thereby became the first African company to achieve a cross border inward listing. In June 2007, the Company entered into a scheme of arrangement (the Scheme) with certain minority shareholders of Gaslink and with OGIN. Under the Scheme, the minority shareholders of Gaslink transferred their equity holdings in Gaslink to the Company in consideration for ordinary shares in the Company. In addition, OGIN transferred its interests in Oando Supply and Trading Limited, Oando Trading (Bermuda) Limited, Oando Production and Development Company Limited, Oando Energy Services Limited and Oando Exploration and Production Company Limited to the Company in consideration for ordinary shares in the Company.

On July 24, 2012, the Company acquired a 94.6% stake in Exile Resources Inc., (Exile), a Canadian public company whose shares are listed on the Toronto Stock Exchange (the TSX), through a reverse takeover (RTO) which saw the transfer of the upstream exploration and production division of the Company to Exile, now renamed Oando Energy Resources (OER). The Company became the first Nigerian company to have three trans-border listings – the NSE, JSE and TSX. In May 2016, the Company completed a plan of arrangement which had Oando E&P Holdings Limited (a wholly owned subsidiary of Oando PLC) acquire all the issued and outstanding common shares of Oando Energy Resources for a cash consideration of US\$1.20. The conclusion of the plan of arrangement effectively led to the voluntary de-listing of the common shares of OER from the TSX.

In June 2016, the Company completed its recapitalization and partial divestment of its equity stake in the downstream operations to a consortium of Helios Investment Partners (an Africa-focused private investment firm) and the Vitol Group, one of the world's largest independent traders of energy commodities for a \$210 million consideration. The year 2016 was closed with the completion of the Company's \$115.8m partial divestment of 49% interest in the Company's midstream business subsidiary, Oando Gas and Power Limited to Glover Gas & Power B.V, a special purpose vehicle owned by Helios Investment Partners. The divestment of Akute Independent Power Plant was also completed. In March 2017, the Company completed the divestment of its 100% interest in Alausa Power Limited to Elektron Petroleum Energy & Mining Nigeria Limited

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Integrity isn't just a value, it's our legacy. Through ethical conduct and industry leadership, we drive transparency, accountability, and sustainable progress.

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# Peace, Justice, and Strong Institutions

## GOVERNANCE

and also completed the 100% divestment of its downstream marketing business to OVHEnergy.

The re-defined strategy for the Company towards increased focus on dollar denominated businesses, focus on sustaining profitability, intensified restructuring and deleveraging further led to a conscious execution of the reduction in Oando PLC's debt profile from N473bn (\$2.56bn) as of January 2015 to N237bn (\$0.65bn) in 2017. In April 2019, Oando completed the divestment of its residual interest in Axxela Limited (formerly Oando Gas & Power Limited) to Helios Investment Partners. The net proceeds of the transaction were applied partially by prepaying the Group's Medium-Term Loan.

**Commitment to Ethical Conduct and Industry Leadership**  
The Company subscribes to and endorses various economic, environmental, and social charters, principles. These include the:

- **Convention on Business Integrity:** is an organisation established for the maintenance of ethical conduct, competence, transparency, and accountability by private sector operators. CBI was established to empower business transactions within Nigeria against corruption and corrupt practices. Oando became the 21st member to sign into the Convention on November 16, 2009.
- **The United Nations Global Compact (UNGC):** The UNGC is a strategic policy initiative for businesses committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment, and anti-corruption and reporting publicly on progress made in implementing these principles in their business operations.
- **The World Economic Forum, Partnering Against Corruption Initiative (PACI):** The PACI brings together companies from various industries and regions to fight bribery and corruption through the implementation of a zero-tolerance policy towards bribery and the establishment of an effective internal anti-corruption programme.  
As an industry leader, the Company is a member of several industry associations and national and international advocacy organizations such as:
- **Oil Producers Trade Section (OPTS):** a sub-group within the Lagos Chamber of Commerce and Industry (LCCI). OPTS is the umbrella association whose membership includes both local and foreign-owned companies registered in Nigeria holding Oil Prospecting Licenses/Oil Mining Licenses.
- **Nigerian Economic Summit Group (NESG):** The NESG is a non-partisan, private sector led economic think-tank and advocacy group. NESG has achieved significant progress in the areas of research outputs, execution of programmes, seminars, conferences, and workshops aimed at facilitating the formulation and implementation of social and economic reform programmes for the growth and transformation of the Nigerian economy.

## Governance Structure and Composition

### The Board of Directors

The Board is made up of a group of individuals from diverse academic and professional backgrounds. The Board's size is in line with the prescriptions of Article 78 of the Company's Articles of Association, which stipulate that the number of directors shall not be less than 10 or more than 15. The Board of Directors comprises both executive and non-executive members, including independent non-executive directors. The

board maintains a balance of experienced long-term members and newer appointees, ensuring stability and fresh perspectives. Gender diversity is promoted. Some of the board members hold various significant external positions, contributing a wide range of competencies, particularly in economic, environmental, and social areas, ensuring a comprehensive approach to governance. We believe that our Board of Directors) are the primary force that influences corporate governance. The Board oversees the management of Oando's business operations and ensures that the long-term interests of stakeholders are served. Oando's Board comprises of successful individuals from different facets of the society, who are also professionals bringing a wealth of knowledge and experience to the Company. The Board met regularly during the year to discuss, review, and deliberate on reports on business. Directors are to abstain from actions that may lead to conflict-of-interest situations; and shall comply fully with the Company's Related Party Transactions Policies.

### Board Committee Structure

In addition to the Statutory Audit Committee, the Board has established three(3) Board Committees as follows:

- The Governance & Nominations Committee;
- The Board Audit, Strategic Planning & Finance Committee; and
- The Risk, Environmental, Social and Governance(RESG).  
Each committee is chaired by a non-executive or independent non-executive director, reflecting the company's commitment to robust oversight and strategic planning. The mix of executive and non-executive directors across these committees ensures diverse viewpoints and effective governance.

### Group Leadership Council

The Group Leadership Council of Oando ("GLC") is composed of top-level management who provide executive direction in the day-to-day administration of the company, effectively managing our talents and resources for the achievement of our strategic objectives. The GLC is composed of the Group Chief Executive (GCE), the Deputy Group Chief Executive (DGCE), along with the C-suite managers in the company. The Group Leadership Council is charged with the day-to-day implementation of the strategic plan as agreed by the Board. They collectively implement those goals whilst being sensitive to the rapidly changing micro and macro-economic and socio-political environment. The GLC is accountable to the Board of Directors.

### The Board's Role in Sustainability

The Board of Oando PLC plays a crucial role in improving sustainability reporting practices of the company. The Board, through the RESG Committee provides the relevant assistance to management by passing decisions aimed at improving sustainability reporting practices and providing the necessary resources such as budgets for training of staff on sustainability. The RESG is the committee of the Board tasked with the oversight responsibilities in relation to ensuring a safe workplace with no threat to life or health, minimal impact on the environment, reduced operational liabilities, eliminating down time and ensuring total compliance with regulatory and statutory requirements and best practice relating to risk, and ESG factors and other sustainability matters. The RESG defines the organisation's policy and general strategy on ESG, support the Company's on-going commitment to ESG and other sustainability matters relevant to the Company, incorporate

# Peace, Justice, and Strong Institutions

## GOVERNANCE

them into appropriate strategic and operational objectives and ensure that arrangements are in place both to evaluate performance in relation to these objectives and appraise the objectives.

The members of the RESG engage with the Group Leadership Council (GLC) and other Management team to translate ESG risks, trends, and stakeholder expectations into the business context, define material ESG topics, and establish measurement and reporting practices to inform disclosures in the annual Sustainability Report.

Strong and effective corporate governance is the bedrock of a successful business. Solid corporate governance practices help to cultivate a company's culture of integrity, leading to positive performance and a sustainable business overall. Governance provides the framework for attaining our objectives as a Company, it encompasses every sphere of management, from action plans and internal controls to performance measurement and corporate disclosures. Our Governance practices at Oando ensures that everyone in the company follows appropriate and transparent decision-making processes and that the interests of all stakeholders (shareholders, managers, employees, suppliers, customers, communities, and all others) are protected.

### Board Appointment Process

In accordance with global governance best practice, the two positions of Chairman and Group Chief Executive are held by two separate individuals. There is a clear board appointment process for all new directors joining the Board who undergo appropriate induction and training on their fiduciary duties and responsibilities to the Company.

The Board ensures that there is an appropriate balance of power and authority so that no one individual can dominate the Board's decision-making process. The Governance and Nominations Committee oversees the Board Appointment Process, aligning with corporate governance standards and the Company's Articles of Association. Efforts are made to ensure diversity in skills, knowledge, and background, reflecting the Company's commitment to inclusivity. Candidates are assessed for their ability to act impartially and exercise independent judgment. Candidates are evaluated based on their relevant expertise and understanding of economic, environmental, and social issues. The Non-executive directors have the responsibility of ensuring that the Chairman encourages proper deliberation of all matters requiring the Board's attention. The independent non-executive directors bring an unbiased perspective to board discussions and decisions whilst providing strategic guidance to the Board. A Board evaluation exercise is undertaken yearly to evaluate the effectiveness of the Board. The process also assists in identifying measures that would further strengthen the Board. The exercise is carried out by the Oando Governance Office and an external consultant once every three years. The recommendations from the evaluation are reviewed by the Board.

### Re-election of Directors

Annually, a maximum of one-third of the Directors who are longest in office since their last appointment or election are required to retire by rotation and, if eligible, offer themselves for re-election. The Board has the power to appoint a new director and any director so appointed is subject to shareholder election at the next Annual General Meeting (AGM).

### Board Responsibilities

The Board has ultimate responsibility for governance, risk management and the strategic direction of the Group. The Board is accountable to shareholders for the performance of the Group and are required to act in good faith, with due care and in the best interests of the Group and all its stakeholders. The Board meets at least once every quarter, with additional meetings scheduled whenever matters arise that require the attention of the Board. There is a schedule of matters reserved for the Board and a delegated authority framework that specifies the approval limits for financial, operational, and corporate decisions throughout the Groups' hierarchy. Our governance structures provide clear lines of authority and accountability from the Oando PLC Board through to operating entities. The Board retains full and effective control over the Group and monitors executive management implementation of plans and strategies and any exercise of delegated authority is reported to the Board.

### Remuneration of Directors

The remuneration of Non-Executive Directors is competitive. The Board, through its Governance & Nominations Committee, periodically reviews the remuneration package for Directors, which is structured in a manner that does not compromise a director's independence. The Company participates in annual remuneration survey for Non-executive directors' remuneration levels and practices. The survey provides valuable information on NED's remuneration levels and assist the Company to ascertain its market position in the market.

The Company does not provide personal loans or credit to its Non-Executive Directors and publicly discloses the remuneration of each Director on an annual basis. In addition, the Company does not provide stock options to its Non-Executive Directors unless approved by shareholders at a general meeting.

The Chief Compliance Officer and Company Secretary is available to advise individual Directors on corporate governance matters.

### Our Governance Practices

It is important that good corporate citizenship is demonstrated through ethical behaviour and sound corporate governance practices. We ensure that our practice and policies help to build an environment of trust, transparency, fairness, and accountability. The Governance Office has set up structures that clearly define the guidelines, policies and procedures that demonstrate the acceptable limits for proper conduct of the Company's business operations.

### Our Governance Policies and Initiatives

- Group Governance Framework
- Anti-Corruption Policy
- Anti Money Laundering Policy
- Blacklisting Policy
- Board Appointment Process
- Corporate Code of Business Conduct and Ethics
- Sustainability Policy
- Delegation of Authority
- Dividend Policy
- Environmental, Health, Safety and Security Policies.
- Gifts and Benefits Policy
- Information Disclosure Policy



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- Insider Trading Policy
- Know Your Customer Policy
- Records Management Policy
- Related Party Policies
- Remuneration Policy (Executives and Non-Executives)
- Staff Handbook
- Whistle Blowing Policy
- Complaint Management Policy
- Dress Code Policy

### Our Anti- Corruption Program

We recognize that corruption poses a significant threat to our business, the communities in which we operate, and the wider Nigerian society. We are committed to maintaining a zero-tolerance approach to corruption in all its forms and have implemented robust measures to prevent, detect, and address any instances of corruption within our operations.

As part of our commitment to maintaining a zero-tolerance approach to corruption, we have implemented a number of policies and procedures aimed at promoting ethical behavior and preventing corruption within our operations.

Our Anti-Corruption policy requires the Company's Directors, Employees and Business Partners to comply with and uphold relevant laws for countering Corruption and Economic Crime in all jurisdictions where Oando operates including Canada's Corruption of Foreign Public Officials Act (CFPOA), Companies and Allied Matters Act, Economic and Financial Crimes Commission Act, and even the UK Bribery Act and the US Foreign Corrupt Practices Act.

The policy outlines the standards of conduct expected from all employees, contractors, and third-party partners and provides guidance on reporting and investigating suspected instances of corruption. Our Governance Office is responsible for overseeing the implementation of our Anti-Corruption Policy and related programs. Our Governance Office is also responsible for developing compliance training and awareness programs, conducting due diligence on third-party partners, and investigating any suspected instances of corruption.

In line with our stance on anti-corruption, please see below the report on the incidences of corruption recorded in the year:

- Total number and nature of confirmed incidents of corruption in the reporting year - None.
- Total number of confirmed incidents in which employees were dismissed or disciplined for corruption - None.
- Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption - None.
- Public legal cases regarding corruption which were brought against the organization or its employees during the reporting period and the outcomes of such cases - None.

Oando also upholds a strict Gifts and Benefit Policy. The policy is designed to inform employees, directors, and business partners on the Company's position regarding the giving and acceptance of gifts and benefits from persons or entities that deal directly or indirectly with Oando.

Directors, Employees & Managers are not allowed under any circumstance to receive either directly or indirectly any form of material benefits, gifts, favours and entertainment that might conflict with the proper performance of his or her corporate

responsibilities or hinder or interfere with his or her independent professional judgment in respect of Oando and/or its subsidiaries.

We also have a Policy on Interacting with Public Officials. This policy provides guidelines for a coordinated approach when engaging or interacting with public officials and agencies by the Company's directors, executive management, employees, and third-party agents and business partners acting on behalf of the Company. Employees and Directors are strictly prohibited from offering, receiving, or giving in to demands, to pay government officials, domestic or foreign, a Bribe, Kickback, Facilitation Payment or any portion of a contract payment.

In addition, our Related Party Transactions Policy ensures that directors and employees (including close family members) make full disclosure of related party relationships and transactions they may have with the company.

### Ethics

The Company's Code of Business Conduct & Ethics embodies the Company's commitment to integrity, transparency, and accountability. It sets clear standards for acceptable behavior, ensures compliance with laws and governance requirements, and provides guidance in ethical dilemmas. The code reinforces the Company's culture and values, helps new employees understand these principles, and communicates the company's expectations to all stakeholders. By upholding these standards, Oando builds public trust and enhances its reputation, contributing to long-term business success and sustainability.



Zero tolerance for corruption isn't just a policy, it's our pledge. Through transparency, accountability, and strict governance, we champion ethical conduct across every level. We are Africa.

*We are Africa, We Are Oando*

### Managing Critical Concerns

The company has a toll-free whistleblowing hotline managed by KPMG on behalf of the company to ensure anonymity and protection of the identity of all whistleblowers. The whistleblowing hotline is available to employees, vendors, customers, partners, and all other external stakeholders. The company's management also encourages the reporting of unethical or unlawful behavior, and matters related to the company's integrity. Issues reported are promptly investigated by the Compliance and Internal Audit units. Upon completion of the investigation, a formal report is presented to the Audit Committee and senior management with appropriate recommendation / remedial actions. Feedback is also provided to the whistleblower via the KPMG hotline.

Furthermore, our Whistleblowing Policy enables employees and third-party partners to report any concerns or suspected instances of corruption confidentially and without fear of reprisal. We ensure that we make every effort to protect the confidentiality of anyone reporting a violation or suspected violation, or anyone who gives useful information in the process of investigations to the extent possible under the law. Although there were no cases reported via the KPMG Hotline in the reporting year, we continue to encourage our employees to speak up and assure our employees, directors and business partners of protection against retaliation, victimization and retribution. In 2023, the Company received a complaint through the KPMG Whistleblowing Ethics line. This anonymous report, submitted by an employee, raised concerns about bullying, unfair treatment, and unprofessional conduct within one of our subsidiaries. These alleged actions are considered a serious violation of the company's core values. Upon receiving the complaint, a thorough investigation was conducted. The findings of this investigation were then presented to the Company's Management team to ensure appropriate action could be taken.

In accordance with our commitment to good corporate governance, a report of the investigation and its outcomes was included in the report submitted to the Board's Audit Committee. Additionally, the recommendations stemming from the investigation have been implemented to address the identified issues and ensure a respectful and professional workplace environment for all employees.

### Know Your Customer

At Oando, we place great importance on the Know Your Customer (KYC) process, which involves establishing and verifying the identity of our business partners. We are committed to ensuring that we do not engage with any individual or corporation involved in unethical business practices, such as money laundering, corruption, and the funding of terrorist activities.

Our KYC process is based on global best practices and involves conducting due diligence on our business partners using reliable and independent documents, data, or information where necessary. This ensures that we have a clear understanding of who we are doing business with and helps us to mitigate any potential risks associated with engaging with unethical partners.

By upholding the highest standards of integrity and transparency in our KYC process, we aim to build strong and long-lasting relationships with our business partners while also

protecting the interests of our company and stakeholders. In the year 2023, we registered 130 vendors and business partners.

### Human Rights

At Oando, we have zero tolerance for the abuse of human rights. We recognize the importance of respecting and promoting human rights in all our operations. We are committed to upholding the principles of the United Nations Guiding Principles on Business and Human Rights, which includes the responsibility of companies to respect human rights, to prevent human rights abuses, and to provide effective remedies for any adverse impacts that may occur.

As part of this commitment, we have implemented a Business Partner's Code of Conduct that also sets out the standards that our Business Partners must uphold in regard to Human Rights. Our Business Partners must uphold the human rights of their employees and treat them with dignity and respect none of their employees should be subjected to physical or verbal abuse, threats of violence, or other forms of harassment whether based on gender, race, religion, ethnicity, age, national origin, or disability.

Our Business Partner Code of Conduct also ensures that each Business Partner must respect our obligations to the communities where we operate, protect the human rights of those community groups and must not do anything that would jeopardize our good relationship with our communities and our operations with them.

We also strive to ensure that our business practices and operations do not contribute to any adverse human rights impacts, whether through our own actions or through those of our business partners. We are committed to engaging in transparent and meaningful dialogue with our stakeholders, to ensure that we are aware of any potential human rights impacts and to work together to find effective solutions.

In line with our stance on non-discrimination, please see below the report on the incidences of discrimination recorded in the year:

- Total number and nature of incidents of corruption in the reporting year – None.

### Stakeholder Engagement

The Company pays close attention to the engagement of Stakeholders. The Company's aim is to honor the rights of Stakeholders and treats them fairly, listens to their opinions and concerns, build understanding with Stakeholders, encourage co-operation constructively in matters that interest Stakeholders, and take part in developing society and the environment so that the Company continues to develop its business sustainably.

Identifying who our key Stakeholders are, and their interest, level of expertise, and level of influence is crucial to successful stakeholder engagement and to allocating resources as

# Peace, Justice, and Strong Institutions

## GOVERNANCE

efficiently and effectively as possible. We assess and prioritize Stakeholders using the following criteria:

- Stakeholder interests
- Stakeholder expertise on material issues
- Stakeholder level of influence
- Stakeholder willingness to engage with the Company
- Stakeholder expectations of engagement with the Company
- Stakeholder dependence on the Company, and
- Value for the Company of engaging with each Stakeholder.

Stakeholders can change due to new technologies, regulations, markets, and customers. Stakeholder mappings, therefore, is conducted regularly in order to understand who the relevant Stakeholders are in order to continue to design appropriate responsiveness and corresponding communication strategies. Management has the duty to efficiently and effectively provide systems for collating feedback from stakeholders, compiling data, monitoring progress, and evaluating results.



Our strength lies in listening, valuing every stakeholder's voice, fostering cooperation, and building mutual understanding for sustainable growth.

*We are Africa, We Are Oando*

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/issues raised	Resolution Strategies
Shareholders	Law	General Meetings, email correspondence one on one interaction	Going Concern issues	Management has designed initiatives to overcome the going concern uncertainties on profitability, working capital deficiency and negative shareholders' fund. Specifically, aggressive efforts are geared towards recovery of major receivables, manage funding gap and coordinate group refinancing of the existing borrowings.
Employees	Internal processes	Newsletters, Townhall meetings, email correspondence, face to face interaction	Information Management	Providing employees with transparent and timely feedback and addressing any areas of improvement.
Regulators (Corporate Affairs Commission, Securities and Exchange Commission), Financial Reporting Council of Nigeria, NGX Regulations Limited	Laws establishing the Regulatory bodies	Reporting requirements (Quarterly and annually), inspections and audits	Compliance with regulations, risk management and internal control.	Developed and implemented robust compliance and regulatory program that ensure adherence to regulatory requirements. This includes establishing policies, procedures, and internal controls to mitigate compliance risk. Timely filing of compliance and regulatory returns.  Proactive engagement with regulators through meetings to address any emerging concerns or challenges.
Directors	Law	Quarterly Board and Committee meetings	Corporate Governance, strategic decision-making, financial performance, and accountability	Developed a comprehensive corporate governance framework that clearly define the role and responsibilities of directors. Continuous training programs for directors to enhance their understanding of the industry regulatory landscape, emerging trends and best practices.









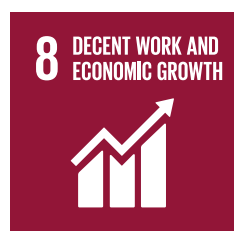
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# Gender Equality, Decent Work, and Economic Growth, Reduced Inequalities

- Human Capital  
Management

# Gender Equality, Decent Work, and Economic Growth, Reduced Inequalities

## HUMAN CAPITAL MANAGEMENT



### Human Capital Management

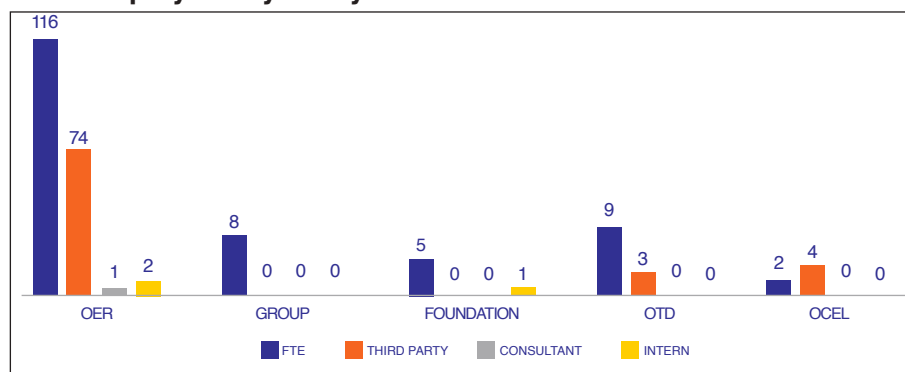
In 2023, our people focus remained the same - to maintain our standing as the most desirable place to work. Our work focused on positioning Oando to attract and retain the best talent, drive inclusion, improve organizational capacity and overall wellbeing of employees. This is in tandem with **SDG 3 - Good health and wellbeing, SDG 5- Gender Equality, SDG 8-Decent work and Economic Growth**. To achieve this, the Human Capital Management (HCM) team focused on the enhancement of employee benefits and general well-being initiatives - including financial wellness. We dedicated efforts towards achieving this goal through continuous sensitization, optimization, automation and update of our policies, processes, and procedures. The key highlights of our initiatives for year 2023 include:

1. Financial Wellness training programs,
2. Creating an automated Compensation Workbench tool linking Performance and Reward and providing access for line management to make reward decisions.
3. A reviewed Remote Work Policy to better align our work-life balance initiatives.
4. Learning and Development initiatives through different channels such as Oando Academy and external classroom trainings to drive capacity development.

### Total Employees by Entity

EMPLOYMENT CATEGORY	OER	GROUP	FOUNDATION	OTD	OCEL	TOTAL
Full Time Employees (FTE)	116	8	5	9	2	140
Third Party	74			3	4	81
Consultant	1					1
Interns	2		1			3
<b>Total</b>	<b>193</b>	<b>8</b>	<b>6</b>	<b>12</b>	<b>6</b>	<b>225</b>

### Total Employees by Entity

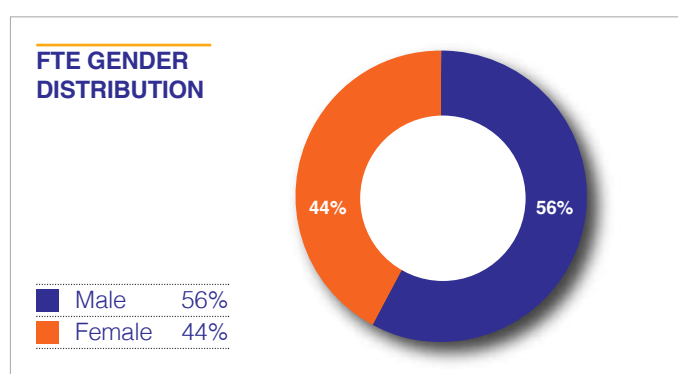


In line with SDG 5- Gender Equality, Oando prides itself as an equal opportunity employer, as such our recruitment policies and procedures are geared to continuously propagate inclusion and diversity while ensuring a merit-based selection process that is based on the skills and competence displayed in relations to the job. With a 44% gender parity ratio, we pride ourselves as pacesetters within the Nigerian Oil and Gas space where the company operates and are intentional about the Company's hiring strategy in order to create a safe space for women to join and grow in Oando.

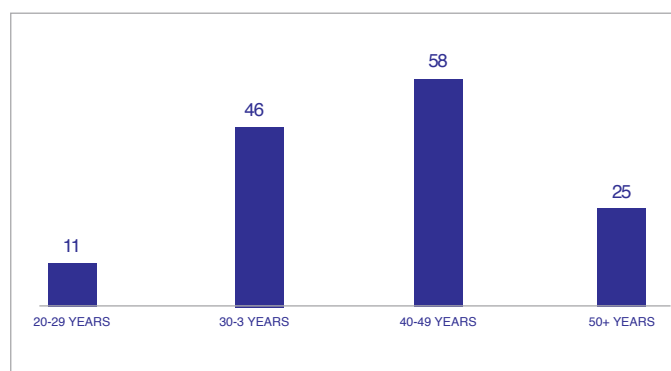




## Demography



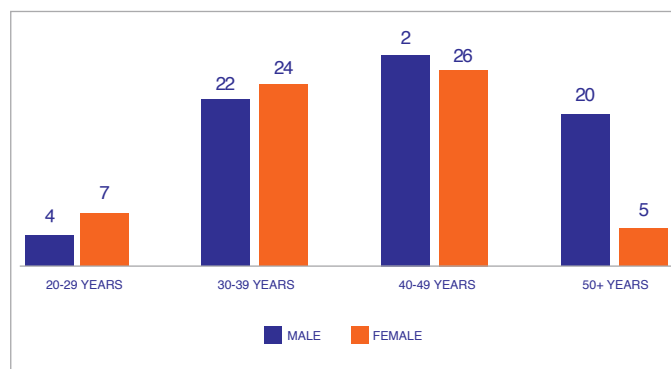
## FTE Age Distribution



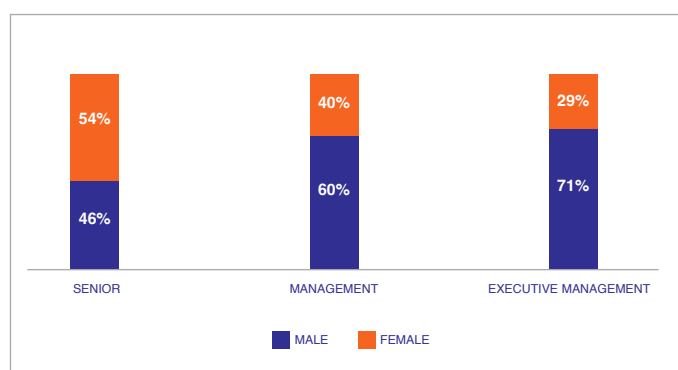
## FTE Gender Distribution by Cadre

FTE	SNR STAFF	MGT STAFF	EXECUTIVE MGT	TOTAL
Male	23	50	5	78
Female	27	33	2	62
<b>TOTAL</b>	<b>50</b>	<b>83</b>	<b>7</b>	<b>140</b>

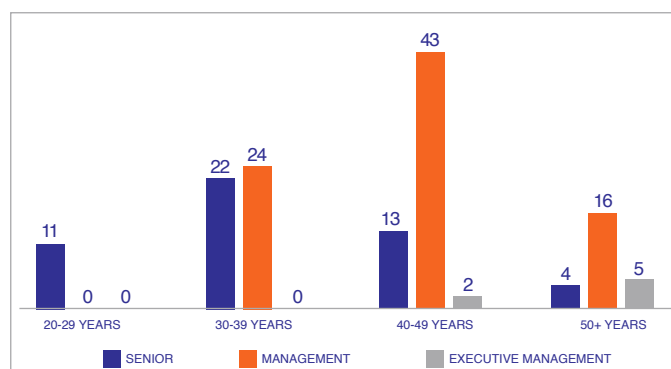
## FTE Age and Gender Distribution



## FTE Percentage Gender Distribution by Cadre



## FTE Age and Cadre Distribution

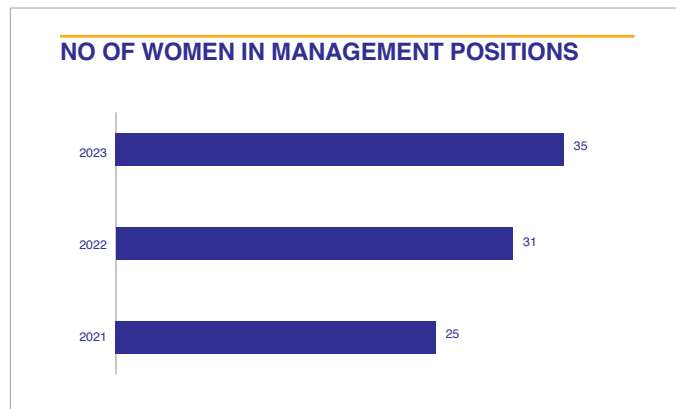


The pictorial representation of the data above shows the diverse and vibrant nature of the company's current workforce. This diverse and dynamic attribute helps to improve employee retention, experience, brand affinity (internally and externally, while driving business continuity).

# Gender Equality, Decent Work, and Economic Growth, Reduced Inequalities

## HUMAN CAPITAL MANAGEMENT

### Trend Analysis – Growth of Women in Management Positions



### Recruitment and Turnover

2023 NEW HIRES					TOTAL	RATE
	20-29	30-39	40-49	50+		
Male	4	0	1	1	14	10%
Female	6	2	0	0		

In 2023, the company employed 14 full time employees across Governance, Foundation, Technical, Human Capital Management, Operations Integrity, and Corporate Communications Teams. This represents a 17% increase in recruitment from 2022 to 2023.

In alignment with the United Nations Sustainable Development Goals to achieve gender equality and empower women and girls (SDG 5), please see below a demography of the gender distribution of employees hired in 2022 in comparison with 2023.

### Gender Distribution of Employees

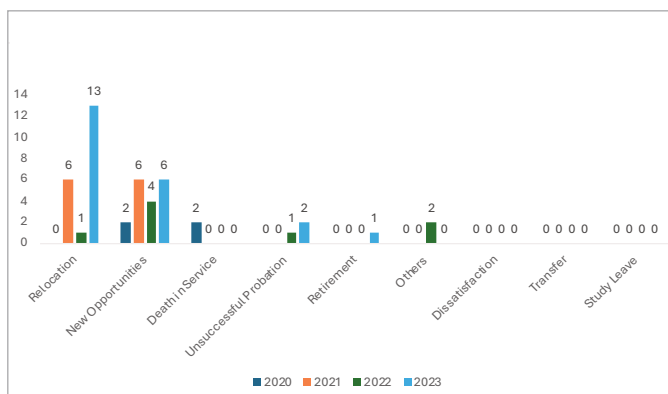
GENDER	2022	2023
Male	8	6
Female	4	8

### 2022 Employee Turnover

TURNOVER 2023					TOTAL	RATE
	20-29	30-39	40-49	50+		
Male	1	7	2	2	22	16%
Female	3	5	2	0		

The company recorded a total of 22 exits in 2023 compared to 12 exits in 2022. The exits during the year were largely due to relocation and new opportunities.

### Exit Reasons 2020 to 2023



### Return to Work and Retention Rates After Parental Leave, by Gender

PARENTAL LEAVE	NO OF PARENTAL LEAVES	% OF PARENTAL LEAVES
No of Paternal Leave	3	2%
No of Maternal Leave	4	3%

100% of employees who went on parental leave returned to work after their leave.

### Remuneration, Benefits & Employee Welfare

In furtherance of the **UN SDG Goal 8** to promote sustained, inclusive and sustainable economic growth, full, productive employment and decent work for all, Oando's pay philosophy remains competitively anchored at the 50th percentile of the market (comparator companies). This was determined by information obtained from reliable market/industry surveys.

In year 2023, the team continued to engage and sensitize employees on existing HCM policies to improve employee engagement, and entrench a manager led Talent Management culture. The company successfully deployed and utilized the compensation workbench tool for all employee career progression. This tool empowers managers to appropriately recognize and reward employees under their supervision.

As part of our most desirable place to work strategy, we continue to maintain and improve healthcare with various pocket-friendly plans that offer a wide range of enhanced benefits and benefit limits, meeting the Oando standard of service delivery. These include optical, dental, and other general medicine benefits.

In addition, certain employee benefit limits such as the telephone allowance and Social Subscription, were increased in alignment with market realities to ensure our strategic goal of fostering Oando as a great place to work.

Finally, in line with Oando's steadfast commitment to always prioritizing its employees, a substantial Cost-Of-Living Adjustments was implemented for all Humans of Oando in response to the rising cost of living. This action garnered significant attention within our industry, reaffirming our dedication to our workforce.

# Gender Equality, Decent Work, and Economic Growth, Reduced Inequalities

## HUMAN CAPITAL MANAGEMENT

The company continues to improve and expand on the below-listed benefits for full-time employees, based on defined eligibility criteria such as years of service, cadre, position, etc. across all company locations.

- Pension
- USD Gratuity Fund Scheme
- Group Life Insurance
- Health Care Insurance
- Annual Leave
- Sick Leave
- Leave of absence
- Parental Leave
- Casual & Compassionate Leave
- Study Leave
- Examination Leave
- Mortgage Support Facility
- Car Benefit
- Car Grant
- Social & Professional Subscription
- Mobile Phone
- End of Year Allowance

Oando continued its participation in the mandatory pension scheme as guided by the Pension Reform Act 2014, contributing to the Employee and Employer Pension Funds, National Insurance contribution, Industrial Training Funds Contributions, Group Life Insurance which is four(4) times an employee's annual gross and the required Tax remittances to remain compliant with the appropriate government regulations.

In instances where Oando engages third-party outsourcers due to relevant business needs, on a temporary or part-time basis to aid its operations, Oando ensures that the companies we partner with are reputable and operate within best global standards. These companies provide their employees with competitive salaries in line with livable wage standards, as well as adequate benefits, including but not limited to:

- Group Life Insurance
- Health Care Insurance
- Annual Leave
- End of year allowance
- NHF and ITF
- Pension

Total Annual Compensation ratio in year 2023 is 1:20.

### Period of Notice

The first six months of employment will be considered probationary, during this period Management and Senior staff will be required to give one (1) month's and (2) two weeks written notice of intention to terminate the employment contract, respectively.

On confirmation, three (3) month's written notice will apply for Management staff, unless mutually agreed to the contrary,

while one month's written notice will apply for Senior staff. In the event of your separation from the company, all annual allowances paid in advance will be prorated and must be refunded once notice is given regardless of the employee cadre within the Organization.

To be eligible for any Oando incentive schemes, individuals must be confirmed in the Company's employ on the distribution date and not be under notice, either given or received at this time, earned according to applicable scheme rules and upon management approval.

### Learning and Development

In line with SDG 4, Oando offers diverse Learning & Development opportunities to employees to enhance their personal growth, develop their professional competence, improve performance on job and prepare them to take on more responsibilities within the Oando value chain.

The company continues to leverage subject matter experts both within and outside the company to deliver Learning Programs through the Oando Academy and external local and international training vendors. The academy provides basic to intermediary level courses to close identified gaps, teach new skills, and hone existing skills, thereby fulfilling some of the company's learning needs. The academy delivered a total of 16 learning sessions across Technical, Business Essentials and Global Affairs faculties, training over 200 employees across all cadres and employment types, third party employees. This represented about 80% of the entire Company, saving the Company approximately \$500,000.00 in training cost.

Finally, we deployed 3 distinct financial wellness programs not only in response to the economic downturn in the country but as a proactive measure to equip and empower Humans of Oando with the skills to effectively manage their income, particularly considering the Cost-of-Living adjustment implemented during the year.

### Performance and Talent Management

As a performance-driven company, Oando believes in open and honest communication. We strive to provide employees with consistent engagement, clear objectives, career paths, and continuous feedback.

We conducted our customary bi-annual Performance Evaluation Exercise to assess employee performance and provide feedback, ensuring that employee goals are SMART and aligned with the company's corporate goals. This process reinforces Oando's commitment to encouraging clear communication among employees, boosting engagement and productivity, and creating a positive and safe work environment. Oando does not currently have a collective bargaining agreement in place.

### Other Stakeholders

At Oando, our systems are designed and driven by the understanding (as declared in previous reports) that every company has stakeholders whose differing interests may sometimes conflict and we ensure that we continuously:

- Identify our stakeholders.
- Assess the impact of every stakeholder on our business and vice versa.
- Prioritize stakeholders based on their impact on the business.



# Gender Equality, Decent Work, and Economic Growth, Reduced Inequalities

## HUMAN CAPITAL MANAGEMENT

- iv. Understand the key concerns and issues of our stakeholders.
- v. Resolve or manage the concerns identified.
- vi. Keep stakeholders updated on resolutions and advance improvements.

Maintaining a close dialogue with our principal stakeholder groups is a central part of Oando's sustainability work. Our key stakeholder groups have been identified as those that are most affected by our operations, as well as those that have a high degree of influence over the company.

For 2023, we have maintained the identification and classification our key stakeholders outside of our employees into the following groups:

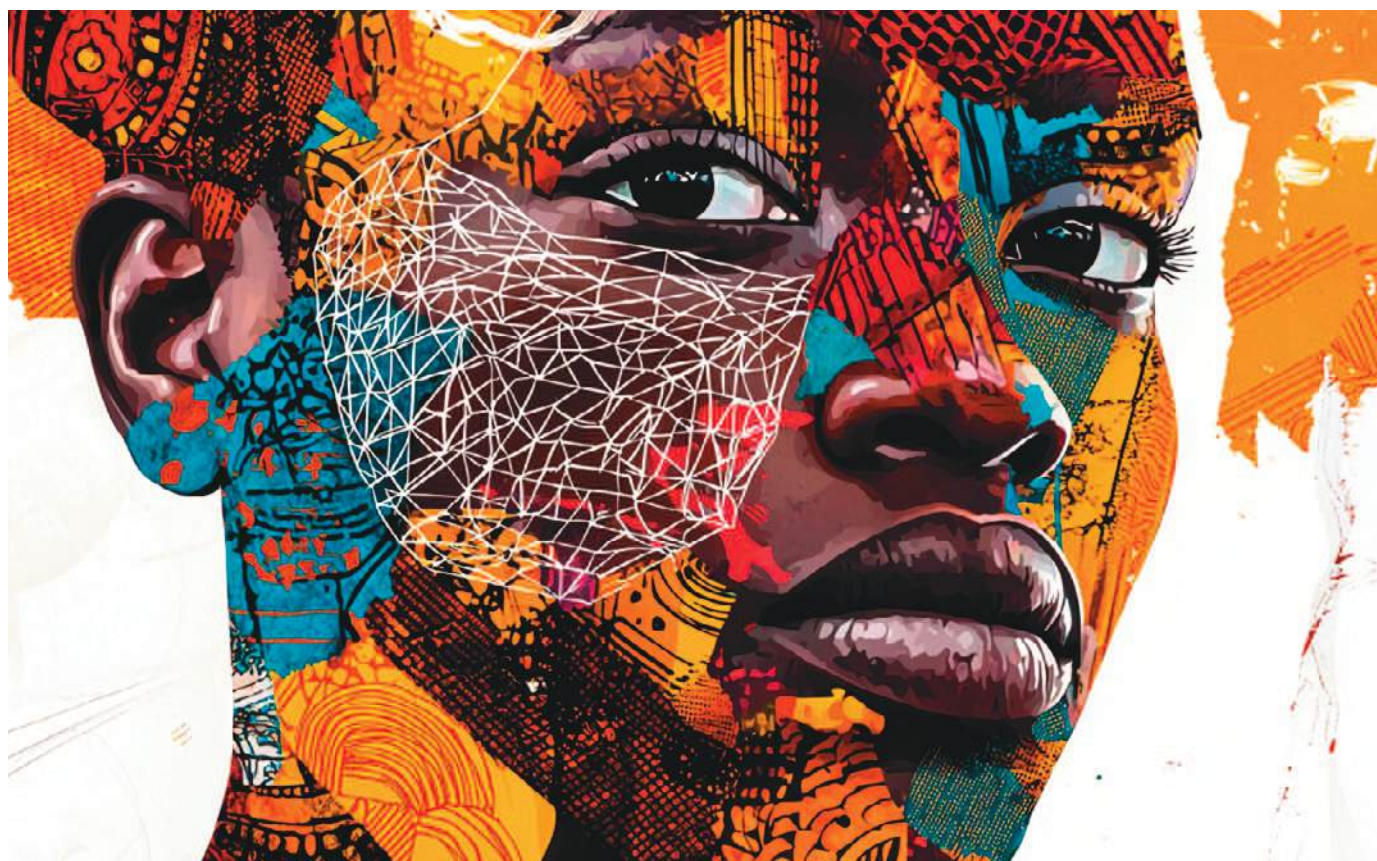
Stakeholder	Identification	Means of communication	Stakeholder concerns	Approach/addressing concerns
Employees (Full time employee "FTE")	Company staff	Emails, focus groups, in-person meetings, round table discussions, town hall sessions.	HMO – more option, robustness of package	HMO providers are invited to engage all employees on available offerings, limitations, and exclusions where applicable. The HCM team manages and resolves all concerns that arise in this regard.
			Remuneration and benefits –	Employees are constantly engaged to better understand their contractual terms, the benefits available to them, and ways to better enhance the company's Employee Value Proposition (EVP).
			Performance management- effective measurement of performance; grievances	The Company undertakes a bi-annual appraisal cycle based on corporate objectives for the year. The exercise is monitored and managed by the HCM team.
			Talent Review	The Company undertakes periodic Talent Review to drive talent development, succession planning and ultimately ensure business continuity.
Outsourcing Companies	Third-party contractors	Emails, in-person meetings, round table discussions.	Aligning with corporate culture, business goals, and strategy	HCM engages third party vendors/providers on all 3rd Party related matters and a level of induction is conducted to familiarize them with the Company objectives, its policies and culture.
Vendors and Business Partners	Training Facilitators	Email and phone calls	Value adds of available learning interventions; payments.	Source credible and relevant facilitators for learning interventions based on business needs.
Management and Executives	Group Leadership Council	Emails, focus group, in-person meetings, round table discussions, town hall sessions	Cascading information. Driving the right culture	Town hall engagements; provide company reports and drive implementation of policies.
Governments and Regulators	DPR, FIRS, etc.	Emails, phone calls, face to face meetings	Compliance, Payments	Consistent follow up with the Finance team to ensure payments are made at the right time to ensure compliance.

# Gender Equality, Decent Work, and Economic Growth, Reduced Inequalities

## HUMAN CAPITAL MANAGEMENT

### Targets and Data

2023 Targets	2022 outcome and comments	2024 Targets
Learning & Development	<ul style="list-style-type: none"> <li>Deployed 16 targeted learning sessions to increase the company's talent capacity quotient via the Oando Academy</li> <li>Completed 100% of scheduled learning on the Oando Academy series for the year.</li> </ul>	<p>Continue to deploy learnings to close identified gaps and build company capacity and efficiency through the Oando Academy, on the Job learning, external local and international trainings, etc.</p> <p>Achieve at least 50 learning hours per employee targeting identified development opportunities.</p>
Talent Management	<ul style="list-style-type: none"> <li>Improved talent pipeline and bench strength across the company to enhance business continuity by welcoming 14 new hires to fill vacant positions.</li> <li>Appointment of three (3) employees at Senior Management level and implementation of employee rewards and positions according to the outcome of the Job Evaluation exercise conducted in 2022.</li> </ul>	<p>Recruitment for vacancies as approved by management.</p> <p>Implement talent pipelining for critical roles to ensure business continuity, with an emphasis on gender balance in line with our ESG goals.</p>
Financial Wellness	<ul style="list-style-type: none"> <li>Delivered financial wellness sessions to empower employees and build a well-equipped workforce to support the overall individual and company success.</li> <li>Reviewed and enhanced employee compensation in line with market realities</li> </ul>	<p>Continue to optimize the compensation strategy to improve employee financial wellness.</p>
Policies and Procedures	<ul style="list-style-type: none"> <li>Developed campaign to re-educate employees on policies, procedure, and processes, and improved health benefits to promote a positive work culture.</li> </ul>	<p>Design a comprehensive framework to educate and re-educate employees on new and existing policies.</p> <p>Get board approval for 2023 reviewed policies.</p> <p>Develop new policies in alignment with new business strategy</p>











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# Gender Equality, Sustainable Cities And Communities, Responsible Consumption and Production

- Supply Chain  
Services

# Gender Equality, Sustainable Cities and Communities, Responsible Consumption and Production

## SUPPLY CHAIN SERVICES



### SUSTAINABILITY STRATEGY

The Sustainable Development Strategy for our Supply Chain business unit is rooted in creating a resilient, ethical, and environmentally responsible supply chain that aligns with our organization's broader sustainability objectives in line with **SDG 11- Sustainable Cities and Communities as well as SDG 12- Responsible Consumption and Production.**

Our specific sustainability goals for the company as a unit are as follows:.

**Supplier Diversity:** Our goal is to increase the diversity of our supplier base by actively seeking out and engaging with suppliers from women-owned and indigenous businesses. We aim to ensure that a significant increase of our procurement spending goes to women-owned business, fostering economic inclusion and creating opportunities to enhancing Gender diversity. This is in tandem with **SDG 5- Gender Equality and SDG 1- No Poverty.**

**Sustainable Sourcing Goals:** We are committed to sourcing materials and products from suppliers who uphold sustainable practices, including ethical labour standards, responsible resource management, and environmentally friendly production processes. Our goal is to continuously increase the percentage of locally sourced materials in our supply chain. By reducing our reliance on non-renewable resources and minimizing negative social and environmental impacts. This aligns with **SDG 12- Responsible Consumption and Production.**

**Traceability and Transparency:** In our support of **SDG 5- Clean water and Sanitation and SDG 12- Responsible Consumption and Production,** we aim to enhance traceability and transparency throughout our supply chain by implementing robust tracking and reporting systems. This includes tracing the origins of raw





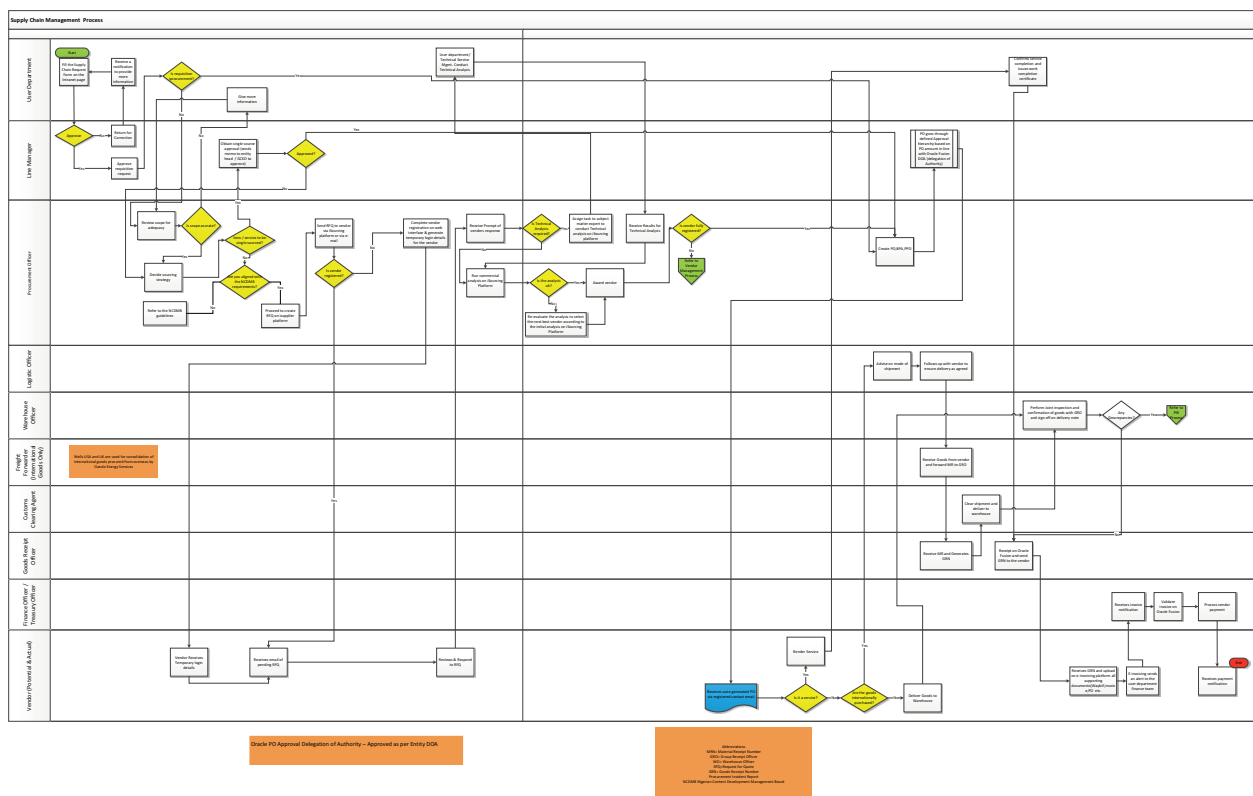
materials, monitoring supplier performance against sustainability criteria, and providing stakeholders with access to relevant supply chain information. By improving transparency, we empower consumers and stakeholders to make informed choices and hold us accountable for our supply chain practices.

**Environmental Footprint Reduction:** We have set ambitious targets to minimize the environmental impact of our supply chain operations by focusing on energy consumption, water usage, waste generation, and greenhouse gas emissions. Initiatives such as energy-efficient transportation. This can be seen with our staff bus initiative, waste reduction through office and guesthouse recycling, and the adoption of renewable energy are key strategies. These efforts not only reduce our environmental footprint but also enhance operational efficiency and cost savings. Our goals aligns **with SDG 7- Affordable and clean energy, SDG 11- Sustainable Cities and Communities as well as SDG 13- Climate Action.**

**Emissions Reduction Goals:** As part of our commitment to combating climate change and supporting **SDGs 7, 11 and 13** we have set targets to reduce greenhouse gas emissions associated with our supply chain activities. Our guesthouses are now eco-friendly with solar systems, our offices use sensor lighting, and sensor-based faucets, all of which help us in transitioning to cleaner energy sources. By adopting innovative technologies, we are working towards a low-carbon economy and contributing to the mitigation of climate change risks.

By pursuing these Sustainability Goals, our Supply Chain unit aims to drive positive social, environmental, and economic outcomes both within our organization and across the broader supply chain ecosystem. We recognize that achieving sustainability requires collaboration, innovation, and continuous improvement, and we are committed to playing our part in building a more sustainable future.

## OANDO SUPPLY CHAIN MANAGEMENT PROCESS AND STAKEHOLDER ENGAGEMENT



## Gender Equality, Sustainable Cities and Communities, Responsible Consumption and Production

### SUPPLY CHAIN SERVICES

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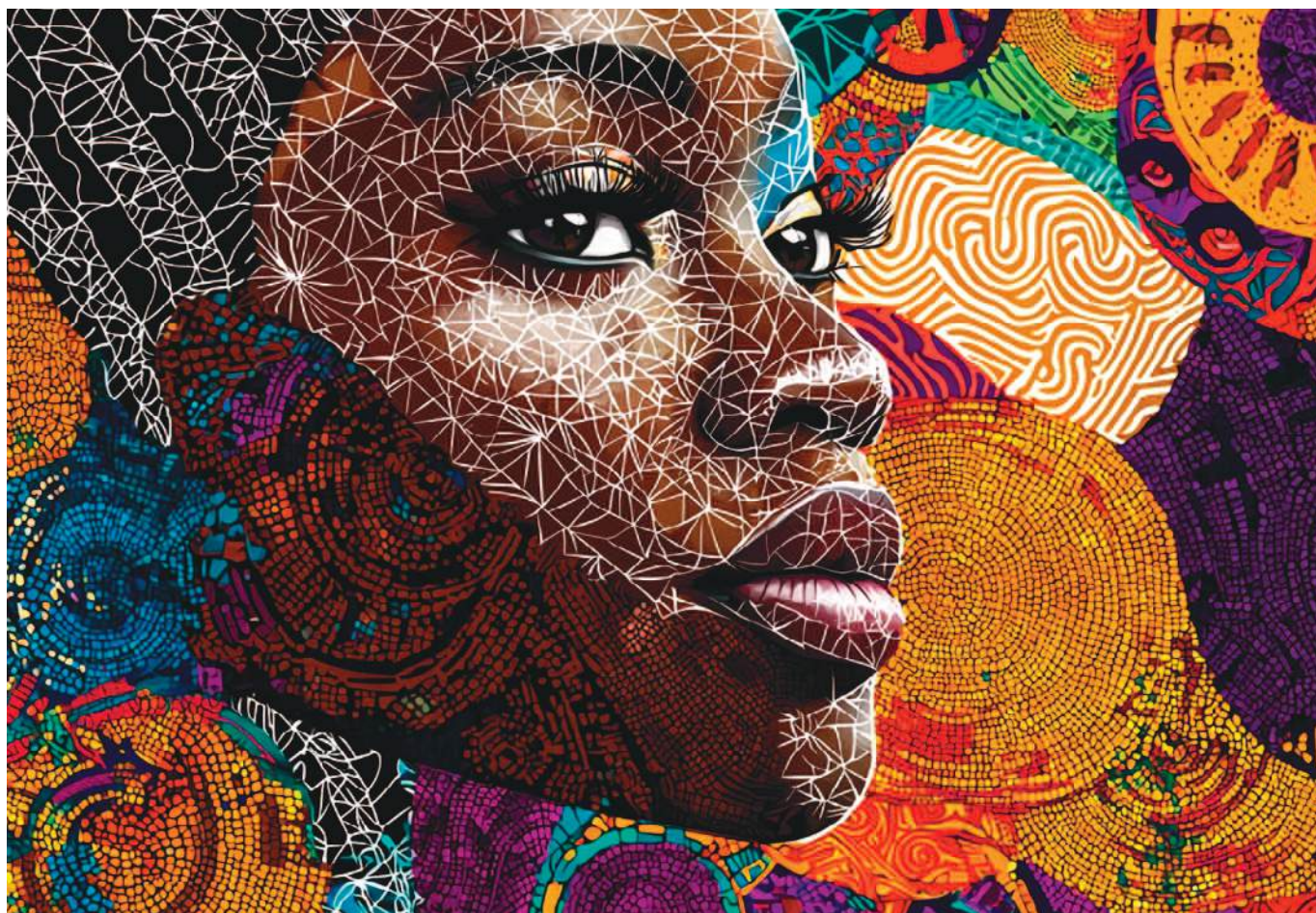
Expanding our supply chain means expanding our impact, from bitumen to clean energy, we're connecting resources, regions, and opportunities.

***We are Africa, We Are Oando***

Our level of support to the company increased in scope as management explored business opportunities in the bitumen and mining business as well as the clean energy business in the hopes of exploring more sustainable forms of energy. These new explorations have resulted in the unit exploring new frontiers by expanding our local suppliers base to Northern Nigeria and our International suppliers base to China and Canada.

Our Supply chain unit is a network of all the individuals, organizations, resources, activities, and technology involved in the delivery of goods and services. Our management approach is evident in the way we relate with our internal and external stakeholders as well as the number of policies, processes, and procedures we have successfully implemented and periodically review to ensure best practice and concurrence with global supply chain management trends. Some of these include the Procurement Procedures and Policy, Vendor Management Policy, Vendor Appraisal Policy and Tender Process.

To ensure compliance with our laid down supply chain management process, the unit monitors the direct procurement service line for delivery of sustainable service and goods. On the other hand, we monitor the entire supply chain from production to logistics and actual delivery of goods and services for Joint Venture/Product Sharing Contracts to ensure compliance with the preservation of people, planet, and profit.





# Gender Equality, Sustainable Cities and Communities, Responsible Consumption and Production

## SUPPLY CHAIN SERVICES

### Stakeholder Engagement

Our stakeholders are both internal and external. Our internal stakeholders include user department(s), Finance department, the Governance Office, Executive Management, and the Board of directors. Our external stakeholders include but are not limited to the regulatory agencies in Nigeria such as the Nigeria National Petroleum Corporation E&P Limited, Lagos State Management Transportation Authority (LAMATA), LBSL, Nigerian Content Development and Monitoring Board, JV Partners, bidders/vendors, banks, and tax authorities. The formal schedule of our stakeholders and our stakeholders management strategy is highlighted in the table below:

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/issues raised	Resolution Strategies
<b>Requesting Departments</b>	<ul style="list-style-type: none"> <li>- Requisitions</li> <li>- Scope of Work</li> <li>- Key Performance Indicators</li> <li>- Technical Evaluation</li> <li>- Receipting</li> </ul>	<ul style="list-style-type: none"> <li>- Emails</li> <li>- Meetings</li> <li>- Phone calls</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledge gap/lack of awareness with current procurement processes/ policies</li> </ul>	<ul style="list-style-type: none"> <li>- Proactively engage user departments to annually develop a contracting plan.</li> <li>- Organize interactive forums to explain our procurement processes.</li> </ul>
<b>Governance Office</b>	<ul style="list-style-type: none"> <li>- Due Diligence on the registration of new vendors.</li> <li>- Approvals/penalties for Retrospective Purchases.</li> <li>- Monitoring Compliance with procurement unit.</li> </ul>	<ul style="list-style-type: none"> <li>- Emails.</li> <li>- Meetings.</li> <li>- Phone calls.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with company processes by external partners</li> </ul>	<ul style="list-style-type: none"> <li>- Successful engagement of internal and external stakeholders.</li> <li>- Ensure statutory compliance by external partners</li> </ul>
<b>Finance Dept</b>	<ul style="list-style-type: none"> <li>- Payment for goods and services in line with the Oando Payment Policy</li> <li>- Remittance of WHT and VAT.</li> </ul>	<ul style="list-style-type: none"> <li>- Emails.</li> <li>- Meetings.</li> <li>- Phone calls.</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitisation of external stakeholders on statutory tax obligations.</li> </ul>	<ul style="list-style-type: none"> <li>- Collaborate with the Finance Unit to eliminate payments in violation of the Procurement Policy.</li> </ul>
<b>JVs/ PSCs/ Government Parastatals</b>	<ul style="list-style-type: none"> <li>- Subcommittee Audits.</li> <li>- Joint Evaluations for Tenders.</li> <li>- Joint Approval for Contract Awards.</li> <li>- Joint Factory Acceptance Tests.</li> </ul>	<ul style="list-style-type: none"> <li>- Emails.</li> <li>- Phone calls.</li> <li>- Meetings.</li> <li>- Audits.</li> </ul>	<ul style="list-style-type: none"> <li>- Delayed Budget Performance and Realignment exercises.</li> <li>- Review of contract strategies that will deliver goods and services in time for project execution.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic reviews to ensure no budget overrun in Oando Direct cost. Prompt review of budget and performance for JV Assets.</li> <li>- Conduct SME Development and market surveys / benchmark exercises conducted for cost optimization</li> </ul>
<b>Vendors</b>	<ul style="list-style-type: none"> <li>- Provision of Statutory documents for Vendor Due diligence and registration.</li> <li>- Satisfactory delivery of goods and services.</li> <li>- Competence of Vendors.</li> </ul>	<ul style="list-style-type: none"> <li>- Emails.</li> <li>- Phone calls.</li> <li>- Meetings.</li> <li>- Audits.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with company procurement processes.</li> <li>- Rigid payment terms</li> </ul>	<ul style="list-style-type: none"> <li>- Proactive vendor engagement to deliver quality services and implement projects without undue variations.</li> <li>- Design and implementation of flexible payment plans to prevent service downtime.</li> </ul>



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# Gender Equality, Sustainable Cities and Communities, Responsible Consumption and Production

## SUPPLY CHAIN SERVICES

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### Our stakeholder engagement process is detailed below:

**Identify Stakeholders:** The stakeholders involved or impacted by our activities as a unit are identified. This includes suppliers, internal departments, manufacturers, distributors, retailers, customers, regulators, local communities, NGOs, and even competitors.

**Assess Stakeholder Interests and Concerns:** We work collectively to understand the stakeholders' interests, concerns, and expectations. This is done through surveys, interviews, focus groups, or analyzing feedback and complaints.

**Prioritize Stakeholders:** We understand that different stakeholder groups bear different sphere and level of influence and impact on the supply chain. Thus, we prioritize stakeholders based on their power, legitimacy, and urgency. This helps in focusing efforts and resources on engaging with key stakeholders effectively.

**Engagement Strategies:** Develop tailored engagement strategies for the respective stakeholder groups which may involve regular communication, collaboration on projects, involvement in decision-making processes, or addressing specific concerns and grievances.

**Transparency and Communication:** We believe transparency builds trust and credibility. Hence, the unit maintains open and transparent communication channels with stakeholders while keeping them informed about relevant supply chain activities, policies, and decisions.

**Mutual Value Creation:** We seek opportunities for mutual value creation with stakeholders. This involves identifying win-win situations where both the organization and the stakeholders benefit from collaboration and cooperation.

**Conflict Resolution:** Address conflicts and disputes among stakeholders in a timely and fair manner. Implement effective conflict resolution mechanisms to prevent escalation and maintain positive relationships.

**Continuous Improvement:** Regularly review and evaluate stakeholder engagement efforts. Solicit feedback from stakeholders to identify areas for improvement and make necessary adjustments to engagement strategies.

**Risk Management:** Recognize that stakeholder engagement is also a risk management tool. Engaging with stakeholders can help identify potential risks and opportunities early on, allowing for proactive mitigation measures.

**Integration with Corporate Social Responsibility (CSR):** Align stakeholder engagement efforts with broader CSR goals and objectives. Demonstrate a commitment to responsible business practices and sustainability throughout the supply chain.

### Case Study on Identified Addressed Issues

Supply Chain Management unit (SCM) had discovered that one of its third-party contractors for outsourced personnel had not been compliant with payment of their employees' statutory benefits. The contractor is currently being investigated and would most likely be blacklisted. Oando has zero tolerance for non-compliance of its contractors.

The process for communicating critical concerns begins with the quarterly meetings usually held with internal and external stakeholders. SCM has an existing Service Level Agreement with all its internal stakeholders, feedback is given, and major issues are escalated to the governance body.

### Challenges

**Infrastructure Challenges:** Nigeria faces infrastructure challenges such as poor road networks, inadequate transportation systems, and unreliable power supply. These issues have disrupted the movement of goods along the supply chain, leading to delays, increased transportation costs, and potential damage to products.

**Government Policies and Regulations:** Changes in government policies and regulations can have indirect economic impacts on our supply chain operations. For example, changes in import/export regulations, tax policies, or trade agreements have affected sourcing strategies, logistics costs, and overall supply chain efficiency hence our decision to source locally to mitigate the challenges.

**Economic Instability:** Nigeria has experienced economic fluctuations due to factors such as currency devaluation, inflation, and changes in global commodity prices. These fluctuations have impacted the cost of raw materials, transportation, and production, affecting our supply chain budgets and procurement strategies.

**Security Concerns:** Security challenges, including theft, vandalism, and political instability have disrupted our supply chain process causing the organization to incur additional cost on security and ensure the safe movement of goods.

**Global Supply Chain Disruptions:** Disruptions in the global supply chain, such as natural disasters, geopolitical conflicts, or pandemics, have had ripple effects on the department. These disruptions have led to shortages of raw materials, delays in production and supply, and increased transportation costs, impacting the overall performance of the supply chain department.

### Procurement Practices

No negative and positive impacts was recorded during the reporting year.

However, Oando has taken steps in implementing its human rights and ESG strategy policies. The company has a Human Rights Policy Statement which demonstrates our commitment to upholding human rights and ensuring that all individuals are treated with dignity and respect. We adhere to and have issued the human rights policy statement, in line with the Constitution of the Federal Republic of Nigeria, relevant principles of the Nigerian Code of Corporate Governance, and the United Nations (UN) Guiding principles on Business and Human Rights. Regardless of personal characteristics or status, the Company does not tolerate disrespectful or inappropriate behavior, unfair treatment, or retaliation of any kind. Harassment is unacceptable in the workplace and in any work-related circumstance outside the workplace. These principles apply not only to Company employees but also to the business partners with whom we work.

In addition, the company prohibits the hiring of individuals that

# Gender Equality, Sustainable Cities and Communities, Responsible Consumption and Production

## SUPPLY CHAIN SERVICES

are under 18 years of age for positions in which hazardous work is required, as provided for in ILO Convention 182 and the ILO Convention 138. The company also adheres to all local regulations on the minimum age of employment, in accordance with applicable international labour standards. We prohibit the holding of any person in slavery or servitude, the use of all forms of forced, bonded or compulsory labour, and the engagement in human trafficking as provided in various international conventions such as ILO Abolition of Forced Labour Convention 29.

### Proportion of Spending on Local Suppliers at Significant Locations of Operation

- Local 75% vs International 25%
- Tech 90% vs non-tech 10%
- Male owned businesses 81.6% vs Female owned businesses 18.4%

### Report the Company’s Geographical Definition of ‘Local’

We define local as indigenous organizations owned by Nigerians and women, also technical versus non-technical organization with respect to the oil and gas industry, bitumen, and clean energy businesses.

### Child Labor

None of Oando’s operations and suppliers have significant risk for incidents of child labour.

Measures taken to contribute to the effective abolition of child labour include but not limited to:

1. Ensuring that due diligence is done during vendor pre-registration exercise.
2. Ensuring that suppliers adhere to company policies.

### Supplier Environmental Assessment

As part of the Supply Chain unit’s goals for the year 2024, a

comprehensive environmental assessment will be conducted to evaluate current practices and ensure alignment with the organisation’s sustainability objectives.

In line with this, our supplier pre-registration processes are being reviewed to ensure alignment and compliance with Oando’s environmental criteria objectives. During the vendors engagement session held in November 2023, the SCM team sensitized suppliers on the Company’s sustainability principles and business operations as a form of sensitization.

### Supplier Social Assessment

The department enforces social criteria such as Occupational health and safety, forced or compulsory labour.

Vendors are screened using Oando’s social criteria to new vendors and existing vendors are periodically sensitized on the importance at the stakeholder engagement meetings.

None of Oando’s operations and suppliers have significant risk for incidents of occupational health and safety, forced or compulsory labour.

## Goals and Targets for the 2024 Reporting Year

GOAL	TARGET
Increased environmental responsibility and reduction in carbon footprints.	Decrease carbon emissions by 20% compared to 2023 levels by the end of 2024.
Increase renewable energy usage	Source 50% of energy from renewable sources by the end of 2024.
Circular economy and Waste reduction	Achieve a 30% reduction in waste sent to landfill by implementing recycling and waste reduction programs with staff participation with recyclable drop-offs.
Sustainable procurement and Supplier sustainability	Prioritize purchasing eco-friendly products and services. Work with 80% of suppliers to assess and improve their sustainability practices by the end of 2024 through development and implementation.
Stakeholder communication and engagement	Conduct quarterly stakeholder meetings and provide bi-annual updates on sustainability progress.
Gender Responsive procurement practice	Increase the number of women-owned businesses registered on the Oando Suppliers Platform by 50% by year 2025.









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# Affordable Clean Energy

Oando Clean  
Energy Limited



### Oando Clean Energy Limited

At Oando, Sustainability is not only incidental to the manner of conducting business, but it is fundamental to it. The company's approach to sustainability includes adherence to the principles and policies of national and international initiatives that promote ethical conduct and integrity.

As an energy solutions provider, Oando constantly re-defines the future of its business through alignment of the business strategy towards achieving a carbon neutral world. As at today, petroleum meets over 95% of global transportation demands; however, a sustainable world indicates that the future of energy companies will increasingly be based on a diversified portfolio which must include renewable energy in various forms.

To foster the **SDG 7- Affordable and Clean Energy**, the Company established Oando Clean Energy Limited ("OCEL") in 2021, its renewable energy business subsidiary to design and develop renewable energy projects and infrastructure towards the realization of Africa's energy requirements and the United Nations Race to Zero. This demonstrates our efforts to contribute towards meeting **target 7.1 of the SDG 7** which is to ensure universal access to affordable, reliable and modern energy services.

### Our Vision

To build Africa's largest integrated green energy company

### Our Mission

To meet Africa's energy demand through sustainable sources

### Our Core Values

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<b>T</b>	TEAMWORK
<b>R</b>	RESPECT
<b>I</b>	INNOVATION
<b>B</b>	BENEFICENCE
<b>E</b>	EXCELLENCE

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In Year 2023, OCEL directed its focus towards advancing its Sustainable Transport Initiative which is known as Project Lightspeed which focused on Lagos State Transport System. This report outlines the highlights from the Proof-of-Concept phase of the project and the critical next steps which will advance OCEL's ambition to the subsequent phases.

### Project LightSpeed Proof of Concept

Lagos State, the second-largest city in Africa with a population of 21.3 million, faces formidable transportation challenges. The rapid urbanization has intensified the pressure on government authorities to enhance existing transport systems and introduce new services to cater to the growing population.

According to the Lagos State Climate Action Plan (CAP), the transport industry accounted for 19.6% of all greenhouse gas (GHG) emissions in 2015. Recognizing the urgency of the situation, CAP outlined critical transport planning actions aimed at substantial and sustained GHG emissions reductions while improving the transport infrastructure for the community's benefit. Key targets include:

- 52% of buses (standard & BRT) to be electric by 2050.
- 8% of taxis to be electric by 2050.
- Increased utilization of biodiesel in commercial vehicles.
- 20% of motorcycles to be electric by 2050

In line with the above, OCEL partnered with LAMATA in 2023 with the strategic aim of decarbonizing the mass transit sector with the introduction of electric buses. This is governed by an MOU which has 3 phases. The proof of concept (PoC), the pilot, and the rollout phase. The PoC was embarked upon with the following objectives;

- Test for the operational reliability of the electric buses compared to the diesel internal combustion engines (ICE) buses.
- Determine the financial viability of operating electric buses
- Assess the environmental impact

### Operational Highlights

- Total ridership stood at 73,123 passengers for the 90-day operation (LBSL 46%, PTSL 54%)
- Total mileage for the 90-day operation was 42,862km  
Average daily operating hours was 14 hours
- Average rate of energy regeneration is 34%(LBSL-28%, PTSL38%)
- Average energy performance was 0.89kWh/km which falls within the planned range of 0.8- 1kWh/km
- Daily Charging of EVs was completed using Grid (70%) and Generator (30%)
- Operator license proposal was submitted to LAMATA and under consideration
- No major security incident reported

- Driver refresher training held
- New driver training was completed
- 6 fender benders were reported during the period and insurance notified accordingly
- LBSL recorded a day of non-operation due to driver industrial action

### Environmental Highlights

- 21,431 ltrs - AGO Equivalent for operating buses
- 57,864 kg - CO2 emissions averted

### Technology Highlights

- 100% telematics uptime
- 100% uptime on the LAMATA payment portal
- 100% charging station uptime
- Epileptic IoT device on buses replaced, no downtime recorded subsequently
- Bus swap validated energy regeneration rate to be consistent with road conditions & driver behavior

### Conclusion

In conclusion, the proof-of-concept has been successful as all its intended objectives were achieved. It also represents a significant milestone on the path to decarbonizing the transportation sector in Lagos and a testament to what can be achieved with a properly structured PPP.

While building on the success of the PoC, taking on the learnings, and as the company approaches the pilot phase, Management is strategizing on how to manage the challenge of driver literacy and behaviors which has presented a unique opportunity for the introduction of a mass transit drivers academy in collaboration with the Lagos State Drivers Institute to address this gap and also an opportunity to address the pay and work conditions of mass transit drivers thereby fostering the **SDG 8- Decent work and Economic Growth**.

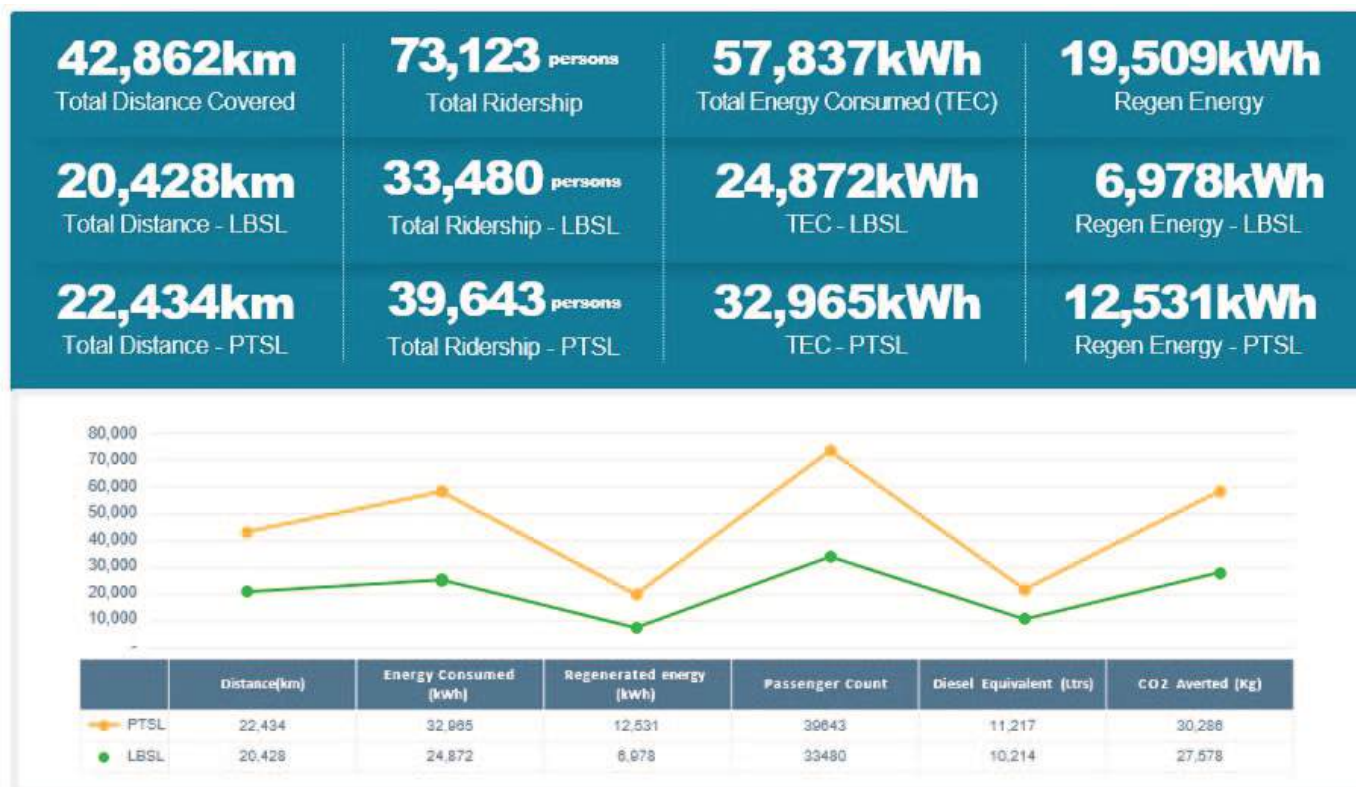
OCEL's sustainability efforts in the transport sector signifies a pivotal step towards a greener and more sustainable future for Lagos and beyond. By leveraging innovative solutions and strategic partnerships, OCEL remains committed to driving positive environmental change while addressing the pressing challenges of not only urban mobility but also clean energy access as a whole. This also supports the **SDG 11- Sustainable Cities and Communities**

## Affordable and Clean Energy

### OANDO CLEAN ENERGY LIMITED

#### Appendix

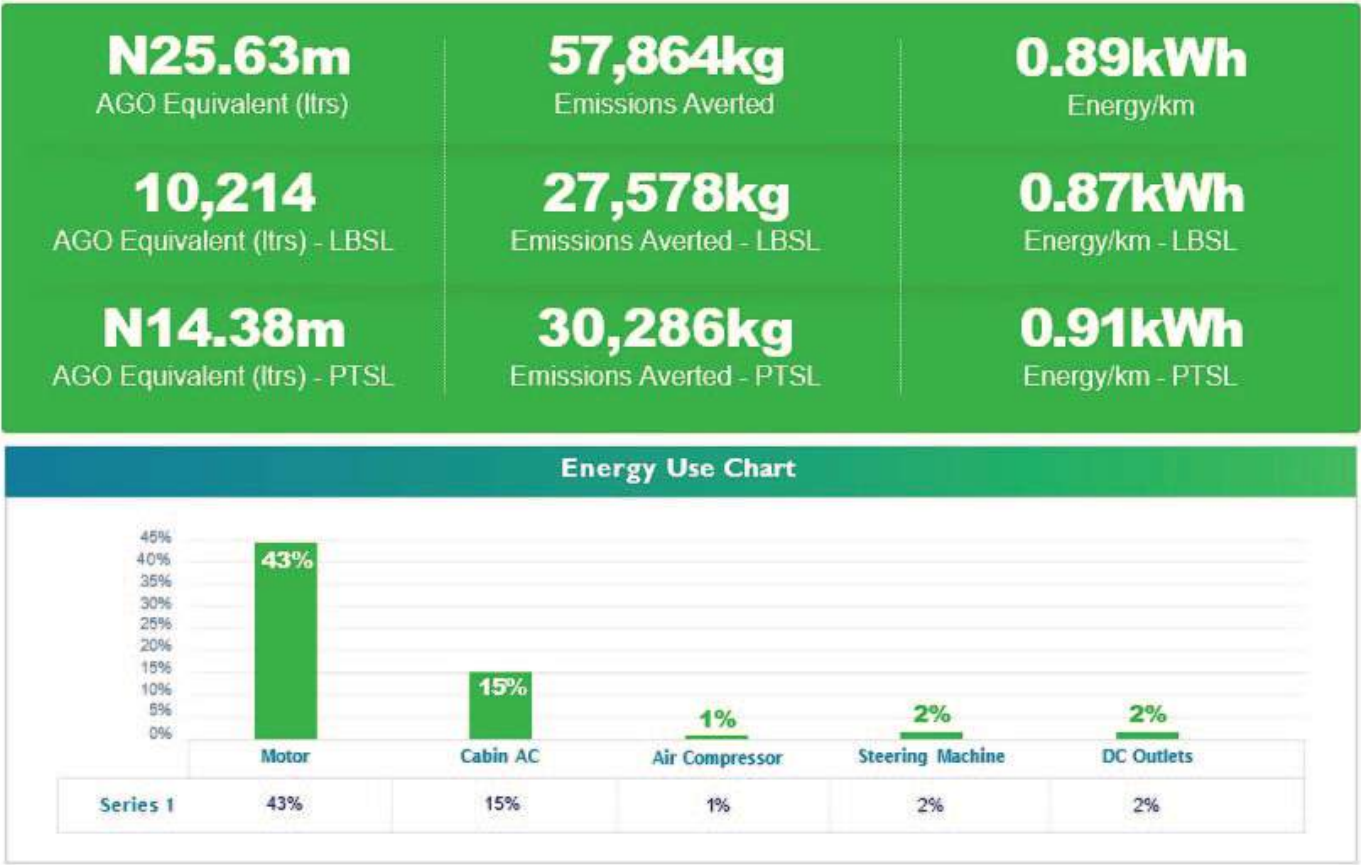
#### Operations Metrics



<b>2,468hrs</b> Total Operating Hours	<b>28hrs</b> Daily Operating Hours	<b>476km</b> Average Daily Mileage	<b>17km</b> Distance/Hour
<b>1,294hrs</b> Total Hours - LBSL	<b>15hrs</b> DOH - LBSL	<b>227km</b> Average Daily Mileage - LBSL	<b>16km</b> Distance/Hour - LBSL
<b>1,173hrs</b> Total Hours - PTSL	<b>13hrs</b> DOH - PTSL	<b>249km</b> Average Daily Mileage - PTSL	<b>19km</b> Distance/Hour - PTSL



Environmental Metrics & Energy Efficiency



“From electric buses to driver training, Project LightSpeed is transforming urban mobility while cutting emissions, a blueprint for sustainable cities.

We are Africa, We Are Oando







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# Information Technology as a Tool for Sustainable Development



# Information Technology as a Tool for Sustainable Development



The ever-growing role of technology in driving global service innovation is undeniable. In 2023, Oando's IT department continued its commitment to harnessing technology for optimal business outcomes while simultaneously implementing environmentally friendly initiatives to promote sustained growth.

This report details our accomplishments for the year under review and outlines our future objectives in this critical area linking same to SDG 9 - Industry, Innovation and Infrastructure.

The following initiatives were implemented during the period:

1. Collaborated with Oando's Clean Energy subsidiary to support the successful proof of concept deployment of two (2) electric buses.
2. Upgraded our integrated print service to a power-friendly system and set up double-sided printing as the default option and secure printing features that require user authentication to reduce accidental prints.
3. The introduction of additional security and privacy controls in alignment with global and national data protection laws.
4. Replacement of obsolete technology systems with Cloud-based solution alternative in line with our cloud strategy.





These initiatives resulted in increased productivity, an improved security posture, and reduced operational costs across the organization. Some strategic actions taken to further consolidate our alignment with the business in 2023 are stated in the table below:

2023 Targets	2023 Outcome and Comment	2024 Targets
<b>Assurance Systems</b> Perform cloud concentration risk assessment and implementation of additional cyber security controls.	<ul style="list-style-type: none"> <li>• Cloud concentration risk assessment completed.</li> <li>• Additional cyber controls implemented in the cloud.</li> </ul>	<b>Strengthen Assurance Systems</b> <ul style="list-style-type: none"> <li>• Deploy Next-Gen Enterprise Firewall Infrastructure</li> <li>• Implement Automated Control Testing</li> <li>• Continuous Threat Exposure Management</li> </ul>
<b>Hyper Automation</b> Business Process Re-engineering and Oando Super App	<ul style="list-style-type: none"> <li>• Business process reengineering achieved leveraging the use of Robotics Process Automation (RPA), analytics and dashboards for insight</li> </ul>	
<b>Technology Refresh</b> Deliver phased backup bone infrastructure upgrade and an Integrated Access security Control	<ul style="list-style-type: none"> <li>• Phase one of the Integrated Infrastructure Upgrade and Integrated Access Security completed.</li> </ul>	
		<b>Responsible AI Adoption</b> <ul style="list-style-type: none"> <li>• Establish AI Ethics Framework &amp; Strategic Plan</li> <li>• Define AI Acceptable Use Policies</li> <li>• AI-specific Security Controls</li> </ul>
		<b>Continuous Threat Exposure Mgt.</b> <ul style="list-style-type: none"> <li>• Deploy Breach and Attack Simulation Tool</li> <li>• Decommission all End of Life(EOL) IT Assets</li> </ul>
		<b>Privacy Compliance</b> <ul style="list-style-type: none"> <li>• Privacy Impact Assessment</li> <li>• Implement Data Discovery &amp; Classification Tools</li> </ul>

Table showing 2023 goals and outcomes as well as 2024 targets.

Moving forward, our commitment to sustainability remains unwavering. The company, through the IT department, will continue to explore innovative technologies and practices that promote environmental responsibility while driving business success.



## Context of the IT Department Within Oando

The IT department serves as the backbone of Oando's technological infrastructure, playing a pivotal role in supporting and enabling various business functions. Situated at the intersection of technology and business operations, the IT department is tasked with ensuring the seamless integration of digital solutions to drive efficiency, innovation, and competitiveness.

Within the organizational structure, the General Manager, Information Technology & Asset Integrity (GM, IT&AI), oversees the IT department, underscoring its strategic importance and direct alignment with the company's goals and objectives.

The IT department collaborates closely with other departments, including the Finance, Commercial, Human Resources, Facilities, and Production Operations departments to understand and meet their unique IT needs and challenges. By forging strong partnerships with various stakeholders, the IT department ensures that technological solutions are tailored to meet specific business requirements, ultimately driving value across the organization.

## Governance of Enterprise IT

Ensuring the efficient management of enterprise IT is crucial for aligning IT strategies with business goals, maximizing resource efficiency, minimizing risks, and improving overall organizational performance. Our enterprise IT governance is overseen by the IT Steering Committee and a thorough framework comprising policies, processes, and structures. This framework facilitated strategic decision-making, accountability, and transparency at all organizational levels, covering areas such as Strategic Alignment, Risk Management, and Resource Management.

## A. Strategic Alignment

Oando's IT Governance framework encompasses structured processes and methodologies aimed at prioritizing IT projects, optimizing resource allocation, and measuring performance against predefined metrics and Key Performance Indicators (KPIs). Central to this structure is the active involvement of the Board of Directors and the IT Steering Committee. These governing bodies play pivotal roles in providing strategic oversight and direction for enterprise-wide IT governance.

## B. Risk Management

Oando's IT Department prioritizes proactive risk management. We conduct comprehensive risk assessments, considering emerging threats, vulnerabilities, and operational risks. This systematic approach ensures effective mitigation strategies. By complying with strict regulations like the Nigeria Data Protection Regulation (NDPR), we implement robust controls to safeguard sensitive information.

## C. Resource Management

Our IT initiatives are driven by a comprehensive approach to resource management. This includes:

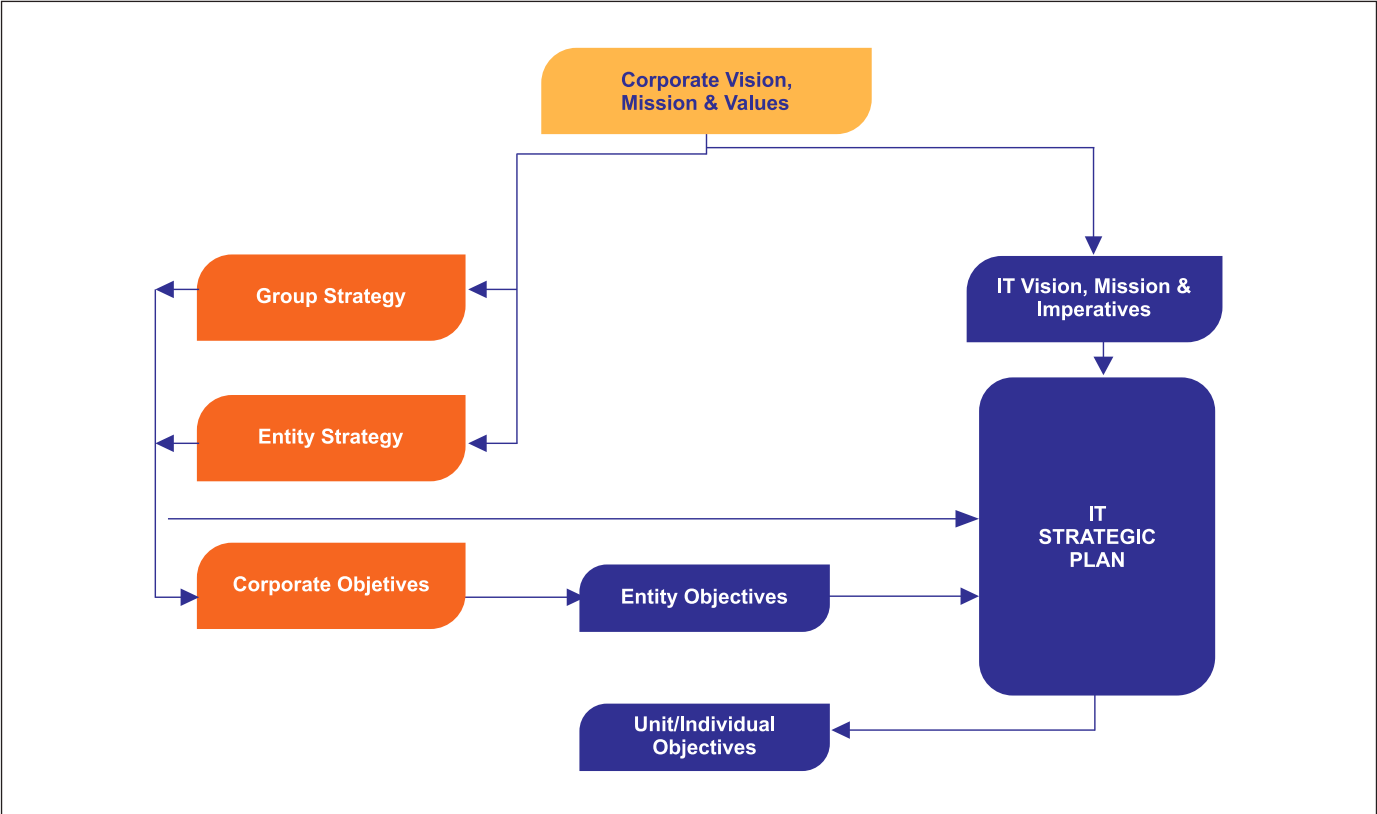
- **Budgeting:** We analyze costs, benefits, and ROI to make strategic investment decisions aligned with organizational priorities. This fosters accountability and value delivery.
- **Resource Distribution:** We effectively allocate resources to ensure they're used efficiently and support our strategic goals.
- **Vendor Management:** We maintain strong relationships with vendors to optimize costs and service delivery.

The diagram below depicts the Information Technology operating model and connections with both internal and external stakeholders whose capabilities are leveraged to successfully execute and deliver our strategic intentions to the business.



I. IT Planning Process

The planning process remains aligned with the business and is regularly adjusted to establish, plan, execute, and monitor performance. A corporate perspective of technology priorities and performance metrics is cultivated through direct alignment with strategic business objectives. This is illustrated below:



Policies

The IT compendium was reviewed and updated in response to the organization changing technology landscape, global technology trends and in compliance with the applicable standards and regulations.

Commitments

The IT team is dedicated to ensuring that Oando utilizes technology securely and effectively to advance the organization's strategic objectives, including capital restructuring, business development, revenue growth, cost management, and operational excellence.

People

The success of IT service delivery hinges on our people. They bring crucial skills, knowledge, and experience to the table, enabling the design, development, implementation, and maintenance of IT systems and services. Moreover, they engage with customers and stakeholders, ensuring that IT services effectively meet their requirements. A proficient and committed workforce is indispensable for delivering top-notch IT services aligned with business objectives. Our team comprises a diverse array of individuals with varied backgrounds and expertise, enabling us to tackle challenges from multiple angles and devise innovative solutions. The roles are:

- GM, Information Technology & Asset Integrity
- Head, IT
- Service Delivery Manager
- Business Applications Manager
- Business Information Manager
- IT Security Lead
- Solutions Architects
- Systems Administrators
- Security Administrators
- Business Information Coordinators
- Application Developers
- End-User Support
- Helpdesk Officers

# Information Technology as a Tool for Sustainable Development

## People-Centric IT- Helpdesk

Our people-centric IT helpdesk prioritizes the needs and experiences of users, placing emphasis on delivering effective and empathetic support to address their technology-related issues and concerns. Below is an overview of the value delivery from our people-centric IT helpdesk:

### a) Empathy and Customer Focus:

The IT helpdesk emphasizes empathy and understanding when interacting with users. IT helpdesk agents are trained to actively listen to users' concerns, acknowledge their frustrations, and demonstrate genuine care and concern for their well-being.

### b) Accessible and Responsive Service:

Accessibility is a key component of our IT helpdesk. Users have multiple channels through which they can seek assistance, including phone support, email, chat, self-service portals, and a walk-in desk within IT. Service level agreements (SLAs) are established to ensure that users receive prompt assistance within defined timeframes, minimizing downtime and disruption to their activities.

### c) Clear Communication and Transparency:

Support agents communicate in plain language, avoiding technical terms that may confuse or intimidate users. Transparency is maintained throughout the support process. Users are kept informed of the status of their requests, including any updates, progress, or resolution steps. Open communication builds trust and reassures users that their concerns are being addressed.

### d) Continuous Improvement and Feedback:

A people-centric IT helpdesk is committed to continuous improvement. Feedback mechanisms are established to gather input from users regarding their experiences with the helpdesk.

User feedback is carefully reviewed and analyzed to identify areas for improvement and enhancement. Process improvements, training initiatives, and system upgrades are implemented based on user feedback to ensure that the helpdesk remains responsive to evolving user needs and expectations.

## Development and use of Information Technology

The swift advancement and integration of digital technologies are profoundly reshaping businesses worldwide as they pursue sustainability objectives. Escalating expenses in assets, energy, and labor against declining revenues are driving the uptake of IT-driven solutions.

During the period under assessment, Oando has persistently pursued sustainability by implementing various technology initiatives, as listed below:

### • Business Process Improvements and Automation:

Throughout 2023, we remained committed to our strategy of ongoing business engagement, resulting in process reengineering, enhancements, and automation across critical business functions.

### • Information Security Management System (ISMS)

**Recertification:** Our Information Security Management System (ISMS) successfully passed a recent external audit against the ISO 27001 standard. This confirms we meet international best practices for information security, with no non-conformities identified. Effective controls ensure the confidentiality, integrity, and availability of our information assets. Our team's dedication to a strong security program safeguards our organization and its stakeholders. We remain committed to prioritizing information security and upholding the highest standards.

• **Privacy and Data Protection Assessment:** We enlisted the services of DataPro Limited a licensed Data Protection Compliance Organization (DPCO), to perform a comprehensive assessment of our current data privacy and data protection practices within the organization. This initiative is aimed at ensuring ongoing compliance with the Nigeria Data Protection Regulation (NDPR).

• **Cyber Security Acculturation Programs:** To enhance employee awareness and preparedness, we implemented regular threat simulations and phishing campaigns. In collaboration with department heads, we conducted comprehensive company-wide training programs, ensuring all staff are equipped to identify and mitigate cyber threats.

## Evaluation of IT Management Approach

On a bi-annual basis, the approach and the delivery model adopted by the IT department are independently reviewed to establish aptness. A control audit (ITGC) was conducted, and the findings were remediated in line with the change management processes.

## Information Technology and the Environment

Oando IT is dedicated to fostering sustainable outcomes and innovations across all aspects of our operations. Our commitment to sustainability permeates every project, initiative, and enhancement within our technology operations. Through conscious efforts and initiatives, we strive to ensure that our technological advancements align with environmental responsibility, social equity, and economic viability, contributing to a more sustainable future for all.

## Technology for the Oando Clean Energy (OCEL) Electric Bus Initiative

In 2023, our IT systems played a critical role in OCEL successful electric bus Proof-of-Concept (PoC). We enabled efficient data collection and analysis from the buses, leading to insightful reporting on the project's impact.

The PoC achieved the aversion of 57,864 kg of emissions and fuel savings of 21,431 liters of AGO equivalent, aligning with Sustainable Development Goals (SDG) 7-Affordable and Clean Energy, 9-Industry, Innovation and Infrastructure, 11-Sustainable Cities and Communities, and 13-Climate Action.

## Sustainable Printing Practices

This year, we continued our print campaign with the upgrade of our printers to eco-friendlier models that further reduce paper wastage in alignment with SDG 12- Responsible Consumption and Production and SDG13-Climate Action, and we estimate this saved approximately 14 trees.



# Information Technology as a Tool for Sustainable Development

## Empowering a Sustainable Future

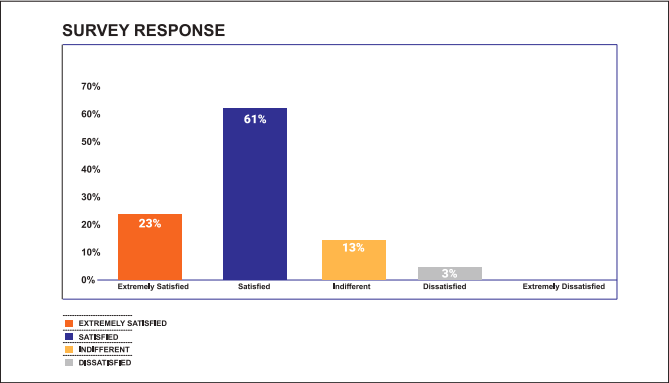
Our internship program fosters a culture of sustainability within our IT team. In 2023, we welcomed over 10 undergraduate interns who received training not only in core IT skills, but also in sustainable IT practices. Interns researched solutions like electric vehicles, wind energy, and solar systems, while also promoting responsible printing habits among employees. By equipping the next generation of IT professionals, we are building a workforce ready to tackle environmental challenges in alignment with SDG 4-Quality Education for all & SDG 8-Decent Work and Economic Growth.

## Cloud Migration for Sustainability

Our commitment to cloud migration has continued to yield significant results. By increasing workloads, we have reduced the energy demands of our on-premises infrastructure by 75%. This sustainable approach not only boosts efficiency but also cuts our carbon footprint by a substantial margin, directly contributing to SDG 9 (Industry, Innovation and Infrastructure).

## Customer Satisfaction Survey

We conducted our annual pulse checks to gauge the overall satisfaction with IT performance as a business facilitator. Utilizing relevant benchmarks and Key Performance Indicators (KPIs), we achieved an overall satisfaction rate of 96% across the organization. The feedback from the satisfaction survey indicated favorable prospects for improvement in project delivery, risk management, and technology performance.



## Stakeholders Engagement

Stakeholder engagement was conducted proactively to anticipate and comprehend their needs while gathering feedback for enhancement. The objective is to evaluate the quality of services provided to all stakeholders, gauge their satisfaction levels, and pinpoint areas for improvement.

S/N	Stakeholder Group	Mode of Engagement	Key Stakeholder Concerns/Issues	Resolution Strategies
1	Service Providers	Periodic performance review meetings	<ul style="list-style-type: none"><li>Service level expectations</li><li>Milestone payments</li><li>New business opportunities</li></ul>	<ul style="list-style-type: none"><li>Continuous engagement of performance expectations.</li><li>Review and align payment expectation to business reality.</li></ul> <p>Continued digital transformation journey.</p>
2	Technology Advisors	<ul style="list-style-type: none"><li>Quarterly strategy sessions</li><li>Monthly engagements</li></ul>	Technology resilience concerns	Continued digital transformation journey.
3	Independent Reviewers	Annual engagement includes but is not limited to security and privacy assessment and strategies.	None	None

## Action Plan for 2024

- Refactor, upgrade, revamp or enhance our portfolio of applications to create intelligent applications across key business functions.
- Progress our security transformation imperatives leveraging artificial intelligence and analytics to efficiently defend against cyber risks based on the evolving threat landscape.
- Implement periodic training/campaign programs for various IT knowledge areas: business applications, systems handling, cybersecurity etc.
- Define acceptable use policy and ethical framework to guide the use of AI in the enterprise.
- Technology modernization to mitigate against obsolescence.









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# Building Sustainable Cities

## Community Relations





In 2023, Oando continued with the setup of the Joint Ventures Host Community Development Trust Boards (HCDTs), in line with the Petroleum Industry Act (PIA).

The status of the PIA transition plan as at end of 2023 is as follows:

- NEPL/NAOC/OANDO JV - 98% completed;
- Network/Oando JV 80% completed and
- Energia/Oando JV60% completed.

Some Host Community Development Trusts (HCDTs) were not inaugurated as the JV was unable to execute a number of the planned projects for 2023. However, all the Community Development Funds budgeted for and in line with the Petroleum Industry Act (PIA) as well as the 3% OPEX fund accruable to the communities were warehoused in an account which would be released to the Board of Trustees (BoTs) upon inauguration of the various projects execution in line with the approved NEEDS assessment from 2024.

1. Sustainability Strategy

Oando 's Sustainability strategy is to build strong partnerships using contacts and resources within and outside our communities in the execution of infrastructural amenities and establishment of small-scale industries within local communities for sustainable growth in human resources development and the local economy. This strategy will foster rapid development and transformation of our communities from Rural based to Semi-Urban communities within the next decade.

The Oando Sustainability Strategy for the Community Relations Department has been summarized using the acronym **POWERS**:

<b>P</b>	Partnership
<b>O</b>	Ownership Interest
<b>W</b>	Win-Win
<b>E</b>	Empowerment
<b>R</b>	Respect
<b>S</b>	Sustainable Development

# Building Sustainable Cities

## COMMUNITY RELATIONS



To achieve this as a non-operator, Oando's Community Relations Department proactively engaged on regular basis with the Operators of all its Joint Venture (JV) assets, partner organizations and community leaderships, as an influencer in the planning and execution of development programs that are consistent with the Oando Community Relations Strategy – POWERS, Universal Sustainable Development Goals (SDGs) and the aspirations of our host communities.

The company executed projects such as construction of over 6.207 KM of Asphalt Road with drainages, Power/water supply to local communities, empowerment project and provision of Health care equipment to our host communities within the year under review. These executed projects for the communities were agreed based on content of signed Memorandum of Understanding (MoU), the global Sustainable Development Goals (SDGs), **POWERS**, and the Company's five(5) years Sustainable Development Plan (2020-2025) that are aimed to primarily achieve **SDG1-No poverty**, **SDG3-Good health and wellbeing**, **SDG4-quality education**, **SDG6-clean water and sanitation**, **SDG9-industry, innovation and infrastructure**, **SDG11-sustainable cities and communities** and **SDG16-peace, justice and strong institutions**.

## 2. Stakeholders' Engagement

In 2023, the Community Relations team was committed to an all-inclusive approach to sustainability, and this is evident in our proactive stakeholder engagement management and processes. This engagement entails clear mapping/identification of our stakeholder groups, their needs and expectations, deployment of regular positive dialogue with them and the building of mutually beneficiary relationship with the stakeholders.

Oando engaged key stakeholders across different communities in Niger Delta such as Community Monarchs/Traditional rulers, Community Development committee (CDC) leaders, Community Women and Youth Leaders, Youths Leaders, State and Local Government Authorities, and various Government Regulatory Agencies – NUPRC, NCDMB, etc.

**Stakeholder's table showing identification, engagement, issues, and resolution strategy adopted by Oando Community Relations team.**

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder Concerns/Issues	Resolution Strategies
Community Leadership	Reconnaissance visit, Introductory Letters, Government gazette, Opinion leaders, etc	Daily, weekly, Monthly, Quarterly, annually.	Employment, Economic empowerment, Homage, Social projects execution etc	Inauguration of HCDTs after round table PIA Sensitization Workshops, Town hall meetings, etc
Regulators	Laws establishing the regulatory agencies, Correspondence	Quarterly and Annual meetings	Execution of annual Work programs, compliance to regulations	Sign-off in Performance review meetings, compliance to regulatory framework.
Pressure Groups	Correspondence	Round table meetings, legal means	Employment / Environmental issues, Economic opportunities	Agreement signing, Court resolution

### 3. Selection And Identification of Stakeholders for Engagement.

Our key stakeholders were selected through the following avenues:

**Reconnaissance visit:** This involves obtaining information by visual observation or other detection methods about the activities and resources of the operational area. The Community Relations team made field trips for data collection. During these visits community leadership's structures and other influencers were identified and documented. Information was later used for proper mapping and engagements.

**Recommendation:** The Community Relations team further identified its key stakeholders through recommendations by opinion leaders within the environment. Some of the opinion leaders were very elderly persons within the community, prominent men/women, religious leaders or organized associations.

**Documentary information:** This was another form of stakeholder's identification method utilized in the period under review. The documentary information were in the form of Reports, Literature review, Correspondence and Government proclamations and Gazettes.

**Prioritizing of Stakeholders** was also used through stakeholders mapping technique. After the mapping was done, stakeholders were thereafter categorized into Major and Minor influencers.

In creating an active and well-informed stakeholder group, the department gave 360 degrees 24/7 attention to its stakeholders. Engagement with our stakeholders was done both internally and externally by invitation to the offices or by in-person visitation to the locality.

Generally, efforts were channeled to proactively engage and create interactive sessions to manage issues of concerns before escalation. The local communities are material to our business because they grant the social license (FTO) for the company to operate within their domain as the landlords to the wells, ROW and other Facilities located within the communities.

### 4. Overview Of Stakeholder Management Strategies

Managing the local communities is guided through a proactive implementation of the company's community relations strategy. The impact of our stakeholder management strategies have been very mutual. There has been more social investments and infrastructural development that has improved the overall economies and livelihood of our people, increasing life expectancy, and reduction in company/community crisis. This has in turn made the environment more conducive for company to operate and create a more balanced ecosystem.

Various mechanisms are used to evaluate the management approach, some of these are: Rate of Community downtime and rate of community disturbances that could result in operational downtime for a given period. Zero community downtime recorded within a specific activity/period under review shows that there is a sync in the engagement approach. However, an increase in the rate of disturbance and operational downtime means the approach is not working and

must be reviewed for effectiveness.

There is a plan to institute an annual award for 'Most friendly community'. This award will be given to communities that provided the company with the best social license to operate within a given period.

Further, there is also a plan to provide some social projects to the most company friendly community annually outside the HCDDT projects.

### 5. Key Topics and Concerns Raised by Stakeholders During Engagement

One of the key issues and concerns raised by the stakeholders in the reporting year was centered on the 2021 Petroleum Industry Act (PIA). Some communities did not buy into the idea of formation of any BoT for the HCDDT and termed the PIA as illegal Act.

Some other communities postulated that the projected revenue from the 3% OPEX will be smaller than the revenue accruable to the community from the operating company. hence, their unwillingness to participate in the PIA transition plan.

### How has the Organization Responded to Those Key Topics and Concerns?

Oando informed communities that the PIA is a law of the Federal Republic of Nigeria. Copies of the 2021 PIA Act and its regulations were distributed to the community leadership for their reading and understanding to guide the communities. Furthermore, the communities were educated on the various benefits of the HCDDT component of the PIA Act and the opportunities it provides the communities to directly manage and develop their communities with the exclusive fund as provided by the PIA Act. There were also sustained PIA enlightenment workshops arranged for the community leaderships.



Through dialogue and strategic engagement, we turn challenges into opportunities, aligning our operations with community needs while driving economic growth.

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### 6. Development and Impact of Infrastructure Investments and Services Supported.

TABLE OF CUMMULATIVE PROJECTS IN H1 & H2 OF 2023 EXECUTED FOR SOME COMMUNITIES

S/N	PROJECTS LOCATION BY STATE	NOS	TYPES OF PROJECTS COMMISSIONED	NOS	ASSET	NOS OF PROJECTS
1	Imo	4	Electrification	2	OML 60	6
			Town Hall/Recreation	1	61	22
2	Bayelsa	5	Education	1	OML 62	0
3	Rivers	13	Water	1	OML 63	0
4	Delta	6	Empowerment	1	<b>28 Projects</b>	
<b>28 projects</b>			Road	8 - (6.207 KM)		
			Health	12		
			ULTRA MODERN PALACE	2		
			TOTAL?	<b>28 PROJECTS</b>		

All the above social projects executed achieved the following impacts on the communities.

- Improved social and economic lives of the people.
- Improved health/sanitary status of the people.
- Improved economic mobility of the people.
- Improved community/company relationship.
- Improved company visibility in the community.
- Partnership, Collaboration and Trust between parties.

### 7. All Services Rendered to Communities Were Both Pro Bono as Agreed in the MoUs/GMoUs Signed Before Pia Migration With Communities.

### 8. Significant Indirect Economic Impacts, Including the Extent of Impacts

(Report examples of the significant identified positive and negative indirect economic impacts the company has on its stakeholders and their communities/economies)

#### Road Projects - (Positive)

- The construction of roads in the communities enhanced skills among the local work force hired in the communities for the road projects construction.
- It increased sales of local products/businesses in the communities during the construction phase.
- The employment available during the construction of the road projects reduced unemployment and migration of youths out of the communities.
- The availability of good road networks gave local communities efficient transport links to other towns and villages.
- It helps to efficiently manage job mobility.

#### Electricity Projects - (Positive)

- The provision of electricity enhanced social life of the rural people.
- It checked urban migration as youths set up their vocational practices like Barbing, Welding, Hair Dressing, within.
- Reduces the manual workload for food processing and longer working hours in the households, and end of smoke that impact negatively on the climate.
- It stimulates and increases agricultural productivity and output through mechanization as well as growth of rural industries.

### Educational projects-( Positive)

- The provision of educational facilities enhanced the educational capabilities of the community people,
- It equipped them with skills and confidence to compete with their counterpart.
- It enhances quality of life of the rural people.
- Education helps to create awareness and reveals capabilities.
- It increases freedom and improves overall holistic human development for the people and the nation.

### Town Hall Project - (Positive)

- The Town Halls built for the community helps bring community people together while discussing common interests of the community.
- It is a central point of making key decisions that affects the welfare of the entire community.
- Assist the youths to stage social effects and community festivals.

### Water Project - (Positive)

- Access to clean water ensured that the population had good health free from water related health challenges.
- Decreased vulnerability to water-borne diseases
- It helps to unlock economic growth and productivity in the communities.
- Clean Water also provide significant leverage for investments in health and education.

### Empowerment - (Positive)

- It enhances the self-reliance of the community people.
- Empowerment gives power to the community people to have control over their own lives.
- Community empowerment also leads to increased participation of community members in the affairs of the community.
- Empowerment enables the people to have power and control over their own lives.
- It ensures that people get the support they need and is right for them.
- Empowerment helps community people to be respected and confident in their communities.
- They are respected and confident in their communities.

### Befitting Palace for Traditional Ruler - (Positive)

- Conducive environment to settle community disputes and quarrels between members of the community.
- A central place to table grievances of the community and company

## 9. Report the Percentage of Operations With Implemented Local Community Engagement, Impact Assessments, and Development Programs

- Our operations in the year under review had witnessed 100% cultural assimilation in their kinship and nuclear family settings, Cultural affinity is still 100% as we met the community.
- Our PIA clustering model is based on clustering members according to a common putative ancestor, or cultural affinity. The company has ensured that it has a 100 % compliance by adhering strictly with the NUPRC directive of making sure that members of each BoT have at least a woman as a member. This is even more compelling as our company is a

gender sensitive company, with over 40% women inclusiveness.

- All Community Development projects are 100% compliance with the Regulator requirements to conduct an Environmental Impact Assessment (EIA) before commencement of such projects.
- In line with the Environmental Impact Assessment Act of 2020, OANDO is 100% compliance in the disclosure of EIA results of any EIA conducted in our communities by displaying it in the LGAs and State Government Ministry of Environment Notice Boards for public scrutiny.
- As one of the requirements in Inaugurating a HCDT, we are 100% compliance in conducting NEEDS assessments in all our communities.
- Oando is 100% compliant in community mapping. We see community mapping as a key essential of a successful community engagement meeting.
- The company is also 100% compliance on broad community consultations taking the physical challenged ones into consideration during our community Town Hall meetings, however, it is not always possible if such consultations are held in cities as some venues hosting such meetings might lack facilities to enhance the physical challenged ones smooth accessibility.
- At all consultative meetings with the communities, it is mandatory to start such meetings with Safety briefing for all to be acquainted with the venue and associated risks at such venues..

## 10. GRIEVANCE MANAGEMENT STRATEGIES

Community grievance is usually received in the form of written Petition or organized protest. On receipt a file is first created for the petition and an internal review of the petition is made by the company. A petitioner is invited for discussion if there is merit in the petition otherwise a disclaimer letter is sent to the petitioner. Where compromise is reached with petitioner that has merit a resolution is signed off, otherwise further consultations are made with a view to resolving the grievance. Where all efforts fail the court of law becomes the last arbiter.

## 11. NUMBER OF GRIEVANCES:

1. Report the total number of grievances about impacts on society filed through formal grievance mechanisms during the reporting period.
2. Of the identified grievances, report how many were:
  - Addressed during the reporting period
  - Resolved during the reporting period

1. Total number of Grievances received = 106
2. Total number of Grievances addressed = 50
3. Total number of Grievances resolved = 53
4. Total number of Grievances abandoned = 3

# Building Sustainable Cities

## COMMUNITY RELATIONS

### 12. The Table Below Shows Oando's Community Relations Goals and Targets for the Next Reporting Year, 2024.

GOALS/TARGETS	MEANS
<ul style="list-style-type: none"> <li>Improved social and economic lives of the people</li> </ul>	<ul style="list-style-type: none"> <li>Construction of more Youths' centers, provision of more Electrification projects, building of more Market Stalls, creating more employment by ensuring that all Service Contractors are employed from the host community.</li> <li>Ensure 30% women inclusiveness in contract services with the JV.</li> </ul>
<ul style="list-style-type: none"> <li>Improved health/sanitary status of the people.</li> </ul>	<ul style="list-style-type: none"> <li>Building of more Health Facilities, Equipping of more medical facilities/equipment.</li> </ul>
<ul style="list-style-type: none"> <li>Improved economic mobility of the people</li> </ul>	<ul style="list-style-type: none"> <li>Construction of more rural roads for ease of movement of goods and services</li> </ul>
<ul style="list-style-type: none"> <li>Improved community/company relationship</li> </ul>	<ul style="list-style-type: none"> <li>Increase frequency of town hall meetings, participate in community Festivals and social events sponsorship.</li> </ul>
<ul style="list-style-type: none"> <li>Improved company visibility in the community</li> </ul>	<ul style="list-style-type: none"> <li>Ensure all community projects are duly bear OAND signage in communities as well publicity of commissioned community projects.</li> </ul>
<ul style="list-style-type: none"> <li>Inauguration of all Host Community Development Trust (HCDTs)</li> </ul>	<ul style="list-style-type: none"> <li>Inauguration of all the remaining HCDTs.</li> </ul>

### CSR Activities Executed in 2023



**Employee Volunteer Programme (EVP)**



**Teach for Nigeria Incubation Hub Program in Partnership with Oando Foundation**



**Strengthening Connections**









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# Environmental, Health, Safety, Security and Quality at Oando



## 1. Sustainable Strategy

Oando's energy strategy, which was heavily dependent on the increase in fossil fuel exploration and production has witnessed a significant shift to the development and growth of green and sustainable energy. This is even more imminent as the world continues to find solutions to the impact of global warming through the use of alternative clean energy sources.

Oando is actively driving the evolution from fossil fuels to renewable energy through research, feasibility studies and capital investments. However, as a short to medium term strategy, Oando will continue to balance energy mix between fossil fuels and renewable energy, considering that developing nations will continually depend on and utilize fossil fuel until there is adequate supply of clean energy.

In view of this, the company has positioned itself to be a major player in the green energy evolution while displaying commitment to minimal environmental impact by extensively reducing its carbon prints on the environment where it operates. The organization has for instance, along with its Joint Venture Partner in 2023, initiated the measurement and monitoring of Green House gases emission of assets within its production facilities in Nigeria, thus signifying our commitment to the United Nations Sustainable Development Goal(SDG) 7-Affordable and Clean energy.

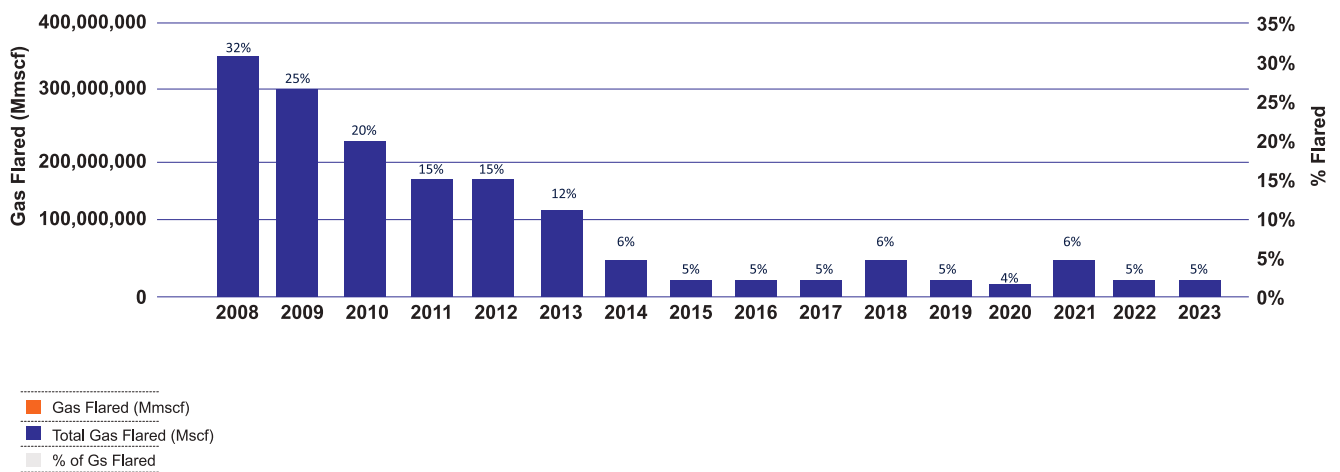
In addition, Oando PLC made huge capital investments in the reduction of gas flaring by channeling these flared gases into commercial use. The company and its Partners constructed gas pipelines and assembled compressors and related accessories to optimize the use of fuel gas as cleaner source of energy. The volumes of gases flared by the NAOC/NEPL/Oando Joint Venture to gases produced in 2023 was 5%, marking an impressive gas flare reduction of 92% since 2008. We monitor and discuss relevant gas flaring information during meetings at different levels of the organization for effective compliance and improvement. The company has set a target of zero gas emission within its operational sites by 2025 in line with Nigerian Federal Government's target of zero gas emission.

Graph 1 shows the progressive reduction of gas flaring on the NAOC/NNPC/Oando Assets from 2008 to 2023. The annual average gas flaring rate of 340 MMscf/d (equivalent to 32% of the total produced gas) in 2008 was reduced to 10MMscf/d (equivalent to 5.00% of the total produced gas) in 2023.





NAOC JV Historical Gas Flared %



Graph 1: NAOC JV Gas Flared (2008 to 2023)

Graph 1: The total quantity of gas flared from NAOC JV operations has been progressively reduced over the last 15 years from an annual average rate of 340 MMscf/d (equivalent to 32% of the total produced gas) in 2008 to 28MMscf/d (equivalent to 5.00% of the total produced gas) in 2022. This marks an impressive gas flare reduction of 92% since 2008.

“

From fossil fuels to green energy, Oando is driving the transition, investing in cleaner solutions while targeting zero gas emissions by 2025.

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# Environmental, Health, Safety, Security and Quality at Oando

Table 1 demonstrates the capital investments made by the NAOC/NNPC/Oando Joint Venture in reducing gas flaring to minimal environmental impact.

**Table 1. NAOC JV Gas Projects**

S/N	Project Name and Description	Gas Recovery Objective	Target End Date	Work Status
1	Akri Gas Recovery (18km Akri-Kwale Gas Line)	5-10 MMscfd	Project Completed	Completed, handed over to operations
2	Idu MP Compressor	10 MMscfd	Project Completed	Completed, handed over to operations
3	Ogbainbiri Manifold Extension	5 MMscfd	Project Completed	Completed, handed over to operations
4	Kwale Flaring Down: To install ATM and LP Compression systems to recover ATM and LP gas from the oil processing train for injection into the gas network	20 MMscfd	Q3 – 2024	<ul style="list-style-type: none"> <li>Project overall completion of 86.07%</li> <li>Construction progress: 73%. Procurement progress: 97%.</li> <li>Air cooler and transformer installation ongoing</li> <li>Scope expanded to include More-flow, More pressure activity plan.</li> <li>Off-site piping fabrication for more-flow, more pressure scope now at 71%.</li> </ul>
5	Oshie Flaring Down To install ATM, LP up to HP Compression facilities to recover flare gas	11-17 MMscfd	Q3 2025	<ul style="list-style-type: none"> <li>Concept selection and definition studies completed. FID process ongoing.</li> <li>Ongoing engagement with regulators for concept support</li> </ul>
6	Obama Flaring Down LP and MP Compression Units and ~33km x 6" Pipeline (Obama – Kolo Creek)	5-10 MMscfd	Q3 2025	<ul style="list-style-type: none"> <li>Concept selection completed. Concept definition studies about to commence.</li> <li>FID process ongoing.</li> <li>Pre-FID Engineering budget</li> <li>Ongoing engagement with regulators for concept support</li> </ul>
7	Ogbainbiri Flaring Down Revamp of the ATM Compressor	1-5 MMscfd	Q4 2024	<ul style="list-style-type: none"> <li>Concept selection completed. Concept definition studies ongoing. FID ongoing.</li> <li>Concept Selection and definition study cost approved.</li> <li>Ongoing engagement with regulators for concept support</li> </ul>
8	OB/OB Flaring Down ATM + LP Gathering and Compression Facilities	5 ~11 MMscfd	Q4 2024	<ul style="list-style-type: none"> <li>Concept selection and definition studies completed. FID process ongoing.</li> <li>Concept Selection and definition study cost approved</li> </ul>
9	Akri Flaring Down To install ATM, LP and MP Compression & Evacuation facilities to recover flare gas	7-14 MMscfd	Q4 2024	<ul style="list-style-type: none"> <li>Concept selection and definition studies completed. FID process ongoing.</li> </ul>
10	Tebidaba, Idu and Ebocha FS Gas Compression and Evacuation systems to recover flare gas into the Network. Upgrade of Utilities.	8-12 MMscfd	Q3 2024	<ul style="list-style-type: none"> <li>Concept selection completed for Tebidaba, Idu and Ebocha</li> <li>Concept definition completed for Idu and Ebocha; ongoing for Tebidaba</li> <li>FID process ongoing.</li> </ul>
11	Clough Creek Flare Down Multiphase pumps and Evacuation lines to Tebidaba	2-5 MMscfd	Q4 2024	<ul style="list-style-type: none"> <li>Revised Conceptual Design/FEED Development ongoing.</li> <li>OANDO seeking to understand commercial viability, debottlenecking Ogbainbiri, security concerns for Clough Creek-Tebidaba)</li> </ul>

# Environmental, Health, Safety, Security and Quality at Oando

Oando Clean Energy Limited (OCEL) is a subsidiary of Oando PLC driving the green energy evolution in Nigeria and across Africa. OCEL conducted a pre-feasibility assessment of renewable energy in Nigeria in 2021 before extending its green energy program to the Electrical Vehicle (EV) roll out pilot scheme (proof of concept) in May 2023 in the capital city of Lagos, Nigeria. The Electrical Vehicle (EV) roll out operations commenced in February 2024 wherein the two EV buses were made to ply two major routes in Lagos. Fifty (50) additional buses will be procured to expand the EV roll out operations including the charging infrastructure and service centers of the buses (EV Infrastructure Ecosystem) across the state.

The company intends to move into the different developmental stages for its different green energy products in 2024 and beyond.

Table 2 indicates the Oando Renewable Energy Portfolio and journey maps for 2022 and 2023.

**Table 2: Oando Renewable Energy Portfolio and journey maps**

Products in Portfolio/Developmental Phase	2022 Journey Map			2023 Journey Map		
	Feasibility Studies	Concept definition	Project Execution	Feasibility Studies	Concept definition	Operational
Electric Vehicle Roll out	X	X	X		X	X
Solar Assembly Plant	X	X			X	
Geothermal Power Plants	X	X			X	
Waste to Energy	X	X			X	
Gas and Biofuels	X	X			X	
Hydro Energy	X	X			Suspended	
Wind Farms	X	X			X	

Concept definition is still on-going for the following products:

- Solar Assembly Plant
- Geothermal Power Plant
- Waste to Energy
- Gas & Biofuel
- Wind Farms

Note: Hydro Energy feasibility has been suspended.

Oando has continued its aggressive Sustainability Development strategy through a comprehensive and inclusive approach with its Joint venture partners, Nigeria Agip Oil Company (NAOC) and NNPC Exploration and Production Limited (NEPL) in operating OML 60-63. The table below expresses the Oando strategic intent for the JV operating assets (OML 60 – 63).

These sustainability goals for the organization are listed below in table 3.

**Table 3: Oando's EHSSQ ESG Targets**

S/No	Oando's Sustainable Development Goal	Target Date
1	Conclude two (2) Environmental Studies & Continuous	2024
2	Zero Process Flaring	2025
3	Achieve 25% reduction of Net GHG lifecycle emissions	2030
4	Achieve 15% reduction of Net Carbon Intensity of energy products sold @2030	2030

## 2. Stakeholder Engagement:

Stakeholder engagement continues to be a strategic and pivotal activity to drive the organization's objectives. In addition to maintaining strategic partnerships with its stakeholders within the oil & gas operations in Nigeria, Oando through its subsidiary, Oando Clean Energy Limited has expanded its stakeholder engagements to companies and organizations within the renewable industry in the development of its green energy products. Key stakeholders for the EHSSQ Department include its JV partners, communities in which the company operates and regulatory agencies within the Nigerian supervisory oversight as well as partnerships across African and globally. The table below shows the different stakeholders for Oando.

**Table 4: Oando's Stakeholders & Partnerships**

### Category A: Oil & Gas Industry (Fossil Fuel)

#### Regulator

- 1 Nigeria Upstream Petroleum Regulatory Commission (NUPRC)
- 2 National Oil Spill Detection and Response Agency (NOSDRA)
- 3 Nigerian Nuclear Regulatory Authority (NNRA)

#### Joint Venture Partners

- 1 NNPC Exploration and Production Limited (NEPL)
- 2 Nigerian Agip Oil Company (NAOC)
- 3 Energia Limited
- 4 Network Exploration & Production Limited

#### Communities

- 1 Various Nigerian Communities within which the JVs operate the assets

### Category B: Renewable Energy (Green Industry)

#### Regulator

- 1 Nigerian Electricity Regulatory Commission (NERC)
- 2 Rural Electrification Agency (REA)
- 3 Relevant State Electricity Regulatory Agencies

#### Joint Venture Partners

- 1 Government of Lagos State

Our stakeholders were identified based on different factors. These factors include legislation, financial, business and operations requirements. Some stakeholders are however engaged on the basis of their strategic positioning, financial leverage, social impact, and transparency requirements. For all selected stakeholders, Oando, through the Governance department performs Know Your Customer (KYC) audits to determine suitability to partner on the basis of transparency and



# Environmental, Health, Safety, Security and Quality at Oando

money laundering. Oando also has a Board-approved Code of Conduct for Business Partners which provides best practices guidelines for the interactions by and with its partners.

We recognize that all our stakeholders play crucial roles in advancing the company's environmental and economic aspirations. We have, therefore, adopted an approach to managing these stakeholders in a way that they are all prioritized. For instance, the approval of the Nigerian Upstream Petroleum Commissions is required to grant the company & JV Partners the pre-requisite permits to operate the facilities for the execution of projects. The communities are necessary to obtain a Freedom to Operate (FTO) while the alignment of the JV Partners is vital for the optimal operation of the Assets the benefits of the JV.

However, it is important to state that while Oando is constantly working with all its Joint Venture Partners (JV Partners) on environmental impacts, we prioritize JV Partners, based on asset footprints and significant environmental impacts. Worth noting is that Oando has a Community Relations as well as the Government and External Relations Departments responsible for engaging with the local communities wherein we operate.

The engagement approach to our various stakeholders differs. For the regulators, we review new/revised regulations to ascertain their impacts on the company's operations. We also employ face-to-face interactions and respond promptly to regulator's requests with evidence of complying with specified regulations by submitting reports.

The JV Partners activities are typically governed by the Joint Operating Agreements (JOAs). Two strategic meetings (Budget & performance) are held periodically throughout the year at different hierarchy levels to ensure that the Joint Ventures are operating optimally, and maximum values are obtained from these assets.

The table below indicates the different stakeholders engaged by the EHSSQ department, the form of engagement, the issues raised by the different stakeholders and how the resolutions were achieved in the year under review.



Collaboration is key, from regulators to JV partners, we prioritize strategic engagement to align operations with environmental and economic goals.

*We are Africa, We Are Oando*



# Environmental, Health, Safety, Security and Quality at Oando

**Table 5: Stakeholder Engagement Index**

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder Concerns/Issues Raised	Resolution Strategies
<b>Regulator</b>  Nigerian Upstream Petroleum Regulatory Commission (NUPRC)	For permit approval	Emails/ Official Correspondences via letters	Submission of the Green House Gas data for assets & liaising with our major partners (NAOC) to submit such data on behalf of the Joint Partners.	Oando responded via letters and verbal communication that its assets were not in production. EHSSQ also liaised with NAOC to commence monitoring of the GHGs on behalf of the JV.
<b>Joint Venture Partner (JV Partner)</b>  NNPC Exploration and Production Limited (NEPL)	For budget and performance approvals as well as optimal operations of the assets	Emails, meetings, and official correspondences via letters	Issues raised included the deplorable security situations which has enabled oil theft significantly as well as cost of operating the assets	There were engagements to collaborate & synergize plans in order to optimize operating cost. The JV also instituted a weekly security meeting to identify communities where these oil thefts occur and review actions to eradicating them.
<b>Joint Venture Partner (JV Partner)</b>  Nigerian Agip Oil Company (NAOC)	Possible emissions into the Environment	Meetings/Emails	<ol style="list-style-type: none"> <li>1. Oil Spilled into the environment due to sabotage</li> <li>2. Delayed Oil Spill response due to community blockage</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased security surveillance</li> <li>2. Regular community engagement sessions</li> </ol>
	Third party interference	Emails/ meetings and correspondences via letters	Sabotage/Bunkering activities on JV pipelines and vandalization of Wellheads	<ol style="list-style-type: none"> <li>1. Increased Security Surveillance.</li> <li>2. Increased community engagement and Social Engineering.</li> <li>3. Communication regarding cost optimization.</li> </ol>
<b>JV Partner</b> Energia Limited	Possible emissions into the Environment	Meetings /Emails	Nil .	Nil
	Well development	Meetings/ Emails and correspondences via letters	HSE requirements for proposed well drilling campaign	<ol style="list-style-type: none"> <li>1. Determine suitable timelines for obtaining HSE permits</li> <li>2. Review safety requirements /layout for the drilling site.</li> <li>3. Developed Safety &amp; Security plans for the drilling campaign.</li> </ol>
<b>JV Partner</b> Network Exploration & Production Limited	Possible emissions into the Environment	Meetings /Emails/ correspondences via letters	Nil	There were no issues raised.
<b>Lagos State Government</b>	Memorandum of Understanding (MOU)	Meetings, email/ Official Correspondences via letters	Nil	Nil. However, engagement commenced on how the partnership will work to provide the most benefits to both parties
<b>Communities</b>	Freedom to Operate & recipients of environmental impacts	Meeting and official correspondences via letters	Key issues raised both on environmental impacts and employment.	Resolution strategies include: (a) Incorporation of the community representatives as part of the security architectural framework to protect the pipelines from vandalisation.  (b) Continuous review of the MOUs to accommodate the required communities that work within the assets.

## Case Study on Stakeholder Management

There is a continuous, organized, and systemic theft of crude in Nigeria across land and swamp oil and gas installations. The Federal Government of Nigeria has made the combating of organized oil theft in Nigeria a priority with increased technological investments for surveillance and more effective military response to oil & gas vandalization and theft. Nigeria has seen an improvement in crude production of 1.6M barrels per day and there is a national plan to sustain the response to crude oil theft. However, despite government efforts, there is still pollution of the environment as a result of crude oil & vandalization of oil & gas installations.

To manage the incident of Oil theft, Oando continuously engages with its Joint Partners on assets in which it has working interests, especially in locations where there has been significant oil theft and environmental pollution. It has also continued to work with other stakeholders such as the communities, Government Security Agencies (GSAs) and private security organizations. In addition, Oando and its Partners conducted some oil spill clean-up and remediation of impacted environment in compliance with regulatory requirements as part of our commitment to building cities and communities (SDG 11)

Reports are presented at different tiers of the organization and major stakeholder concerns are discussed regularly as stated below:

- Departmental meetings – weekly
- Management meetings – At least once monthly
- Board meetings – Once a quarter

Critical stakeholder concerns are usually sent through emails with minimal involvement from consultants/intermediaries. The stakeholder concerns are thereafter extensively presented and discussed at very senior management meetings, including board meetings. Resolutions are reached after elaborate discussions with action plans/follow up recommendations to respective teams within the organization for implementation.

## Biodiversity

Oando is a responsible organisation and in line with SDG 15- Life on Land and SDG 14- Life below Water, it strives towards the preservation of its biodiversity in its operating environment. The objective and responsibility of preserving the biodiversity is enshrined in the company's board-approved biodiversity policy. The requirements for achieving this objective are described in Oando's Environmental, Health and Safety Management System and reflected in the company's approach to project designs and operations. The company and its Joint Venture Partners recognize the potential impacts (positive or negative) of its operations on the economy, environment as well as the people and strives to minimize the negative impacts while increasing the positive ones.

All interrelated activities which include ecosystem services (air quality, vegetation, noise, recipient water body, etc.), water resource management, sustainable development of local communities, are identified, risk assessed and managed as required by regulation (Environmental Guidelines and Standard for Petroleum Industry in Nigeria, 2018).

There are activities such as seismic, drilling, well re-entry, production operations, pipeline stringing & welding amongst others which can negatively impact the environment and

people. Consequently, the organization carries out environmental studies prior to project execution and during operations to monitor and correct impacts (where necessary). Areas monitored include flora, fauna, soil, air, water (table & underwater) and fisheries.

Some environmental aspects such as noise, emissions, and effluent that have potential impact on people living within the company's area of operations are monitored and reported to governmental oversight agencies to ensure compliance with set regulations.

Also, there are negative impacts to the economy of the people where farmlands are acquired for project and operational use. Invariably, this affects the cash crops or subsistent farming. Whenever this occurs, farmers are adequately compensated for land acquisition as well as damage to crops/farmland during operational activities.

In addition to minimizing this negative impact, there are various incentives that are implemented which includes:

- Hiring of the local communities in unskilled and semi-skilled jobs within the organization,
- Vocational skill acquisitions,
- Training farmers in new farming innovations & technologies
- Provision of social amenities such as power and water

The company uses the following processes to track the effectiveness of actions taken:

- Monthly reports from Environmental Monitoring Programs from projects & facilities;
- Periodic engagements with Governmental oversight agencies;
- Various environmental studies such as Environmental Impact Assessments, Environmental Evaluation Reports, Post Impact Assessments; and
- Community Town hall meetings and community engagements held to determine impact of social engineering incentives.

These various processes have defined goals, targets and actions required, including lessons learnt to ensure that objectives are achieved with the opportunity of continual improvement using the Plan-Do-Check-Act (PDCA) Cycle.

## Emissions:

Prior to year 2023, Oando monitored gaseous emissions from the company's JV activities through environmental air quality impact assessment (AQIA) in line with regulatory requirements and in line with Oando's commitment to goal zero emission and reduction in carbon footprint. However, in 2023, as part of its commitment to Sustainability Development goals, Oando and its NAOC/NEPL JV Partners developed a plan to measure and monitor Carbon dioxide, a component of the "measurement of Green House Gases (GHGs) emissions within its operations to determine its impact on the environment. There are also plans to replace the Assets' diesel generator plants with gas generators for more energy efficiency.

This measurement and monitoring are set to commence towards Q4 2024 with a plan to reduce the Carbon Dioxide from a current value of 1.86 MtonCo2eq to 1.65 MtonCo2eq in 2026 and then end Carbon Dioxide emission by 2050. Employees of the Joint Venture undertook rigorous training exercise in order to create awareness and ensure this objective is achieved.



## Effluent and Waste:

In the pursuit of the achievement of SDG 6-Clean Water and Sanitation, Oando is aware of the negative effect of its effluents and waste on the environment as well as the socio-economic activities within the environment.

The company's wastes are categorized into hazardous and non-hazardous wastes, both of which can have potential negative impacts to the environment, people, and the economy within which it operates. Hazardous wastes will include waste such as drilling mud, drilling fluids, cuttings from Oil well bore, sludges from oil tanks. Run offs from operational facilities into drainages that serve effluent streams.

Non-hazardous waste divided into liquid and solids can have a negative effect of polluting water bodies that can cause waterborne diseases and provide the right environment for breeding insects such as mosquitoes which consequently can cause malaria.

Goals and targets for waste are identified every business year and include activities to meet these set goals & targets. Effluent waste analysis, for example, is primarily driven by the Operator's employees and is done to ascertain operation's activities that can affect watercourse, ground water and discharges to sewers. A waste management plan is derived which involves sampling, monitoring, and analysis of operation discharge to waterway. This is done not only to comply with environmental regulations, but to ensure a safe and healthy livelihood for the people and environment. Waste management awareness continues to be driven across the organization with waste management implemented.

## Total Weight of Waste by Type

Segregation of waste is an important aspect of the JV waste management plan. This will help in the effective treatment of hazardous waste, thereby reducing landfill and encouraging recycling. The table below shows the waste and their segregation by weight and type.

“

From waste segregation to effluent monitoring, we're taking action to minimize our environmental impact, driving progress toward clean water and sanitation.

*We are Africa, We Are Oando*



# Environmental, Health, Safety, Security and Quality at Oando

## 2. WASTE MANAGEMENT

### 1. Waste Segregation Scheme

(a) Land Area - Carried out solid waste management involving segregation, recycling and proper disposal in the following locations: Port Harcourt, OB/OB, Ebocha, Idu, Akri, Samabri, Oshie, Irri, Kwale Gas Plant and Tuomo Location.

#### Waste Segregation by weight in the Land Area

S/NO WASTE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
1 Medical (kg)	0	0	0	37.5	0	0	0.0	131.0	0.0	0.0	0.0	0	168.5
2 Glass (kg)	1,016	1447.9	1,493	1622.3	1736	1,791	2367.8	2392.3	1874.8	2005.5	2014.9	1,615	21,375
3 Bad battery (kg)	0	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0	0	0
4 Biodegradable (kg)	21,775	27976.8	29,496	31784.6	33613.3	31,438	40994.8	31080.3	25948.3	26335.5	24831.0	63,310	388,583
5 Paper (kg)	2,865	3519.9	3,940	4007	4982.9	4,849	10474.4	4211.6	2595.9	2366.5	2363.8	31,472	77,648
6 Oil filter (kg)	82.6	241.1	454.1	146.1	390.5	306.9	615.9	726.3	599.9	180.0	394.8	346.7	4484.9
7 Fuel filter (kg)	88	40	59	181	223	42	62.0	35.0	67.0	118.0	71.0	71	1057
8 Air Filter (kg)	0	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0	0	0
9 Aluminum Cans & Metal (kg)	1,334	1535.8	1,923	1924.1	2406	1,884	2923.8	2422.9	2149.8	2164.7	1815.1	1,634	24,116
10 Plastics (kg)	1,067	3736.3	5,032	5051.8	6169.7	5,984	8107.4	4794.3	2313.6	2347.3	1848.3	1,454	47,905
11 Fluorescent tubes (kg)	27	43	42.9	96.1	80.4	102	101.6	94.5	88.9	85.9	104.4	69.9	936.6
12 Contaminated Rags (kg)	53.7	58	65.7	51.1	46.3	42.3	48.9	38.0	36.9	43.0	46.4	36.8	567.1
13 E – Waste (kg)	0	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0	0	0
14 Woods (kg)	860	2719.2	1558.1	1632.8	2531.2	2029.2	867.0	1366.0	927.6	1260.9	1260.0	741	17,753
15 Sewage (litres)	5,484,032	4,556,000	4,994,000	5,828,000	5,942,000	3,358,000	5,056,000	3,726,000	4,720,000	5,190,000	4,974,000	3,934,000	57,762,032
16 Expired Chemicals (kg)	0	0	0	0	0	0	3870.0	0.0	0.0	0.0	0.0	0	3870
17 Waste water (lts)	0	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0	0	0
18 Spent Oil (lts)	0	0	0	0	0	0	0.0	0.0	0.0	0.0	0.0	0	0
<b>Total</b>	<b>5,508,266</b>	<b>4,597,318</b>	<b>5,038,062.9</b>	<b>5,874,534</b>	<b>5,994,179</b>	<b>3406468.2</b>	<b>5,126,434</b>	<b>3773292.2</b>	<b>4756602.7</b>	<b>5226907.3</b>	<b>5008749.7</b>	<b>4034750</b>	<b>58,345,564</b>

(b) **Swamp Area -** Carried out solid waste management involving segregation, recycling and proper disposal in SAR locations of Brass Terminal, Ogboinbiri, Obama, Tebidaba, Clough creek and Beniboye flow stations..

S/NO WASTE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
1 Medical (kg)	0.0	0	0.0	0	0	0	0	0	0	0	0	0	0
2 Glass (kg)	1,242.0	1,196.23	1,221.5	1,292.16	1,550.99	1,290.27	1,485.23	1,527.41	1,443.84	1,403.09	1,389.31	1,450.07	16,492.05
3 Bad battery (kg)	0	0	0.0	0	0	0	0	0	0	0	0	95	95.00
4 Biodegradable (kg)	31,784.5	29,432.7	31,553.4	32,203.42	33,494.78	31,976.9	33,639.55	32,704.13	32,881.56	31,785.41	32,997.01	31,472.2	385,925.48
5 Paper (kg)	1,527.3	1,322.75	1,506.9	1,319.94	1,298.83	1,182.59	1,200.81	1,389.07	1,226.60	1,244.55	1,212.98	1,187.49	15,619.76
6 Oil filter (kg)	224.0	201.02	221.7	203.41	188.82	256.12	188.75	233.46	177.56	181.55	288.93	186.44	2,551.73
7 Fuel filter (kg)	0	0	0	0	0	0	0	0	0	0	0	0	0
8 Air Filter (kg)	0	0	0	0	0	0	0	0	0	0	0	0	0
9 Aluminum Cans & Metal (kg)	1,609.2	1,604.1	1,501.8	1,424.9	1,655.66	1,424.67	1,425.18	1,450.90	1,473.94	1,500.69	14,80.94	1,643.83	18,195.80
10 Plastics (kg)	1638.7	1,560.99	1,539.3	1,605.01	1,728.95	1,528.49	1,678.99	1,337.96	1,730.90	1,646.93	1,835.37	1,782.87	1,9614.40
11 Fluorescent tubes (kg)	0	0	0	0	0	0	0	0	0	0	0	0	0
12 Contaminated Rags (kg)	4.0	0	0	0	0	0	0	0	0	0	0	0	4.00
13 E – Waste (kg)	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Woods (kg)	0	0	0	0	0	0	0	0	0	0	0	0	8.00
15 Sewage (litres)	0	0	0	0	0	0	0	0	0	0	0	0	0
16 Expired Chemicals (kg)	0	0	0	0	0	0	0	0	0	0	0	0	0
17 Waste water (lts)	0	0	0	0	0	0	0	0	0	0	0	0	0
18 Spent Oil (lts)	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>38,029.6</b>	<b>35,318</b>	<b>37,544.5</b>	<b>38,049</b>	<b>39,918</b>	<b>37,659</b>	<b>39,619</b>	<b>38,642.93</b>	<b>38,938.40</b>	<b>37,762.22</b>	<b>39,208.54</b>	<b>37,817.9</b>	<b>458,506.22</b>

# Environmental, Health, Safety, Security and Quality at Oando

## Oil Spill

Oil spills within one of our JV operations were a major concern in year 2023. The JV experienced a high number of sabotages and oil thefts within its operations resulting in fires and environmental degradation. The JV, in a bid to mitigate the spills has implemented timely intervention to contain spills and the recovery of free oil from the environment. The areas where spill occurred are cleaned while remediation carried. Spills are also reported in a timely manner in line with the requirements of the Nigerian regulators. The tables below indicate the oil spill categories as well as the status for spill clean-up.

**Table 8: Oil Spill Category indicating the classes of spills into major, medium or Minor.**

(1) Oil Spill Statistics (January to December, 2023):

Total number of Incidents – 632

CLASSES OF SPILL	NUMBER	TOTAL SITES JIV TEAM VISITED
Minor	596	609
Medium	9	
Major	0	
No spill from event (s)	4	

Total number of Incidents - 428

### Clean-up Status for oil spills that occurred within the assets

CAUSATIVE FACTOR	NO. OF INCIDENTS	ESTIMATED BARRELS SPILLED	FREE OIL RECOVERED (BARRELS)
Oil theft	344	2731.259	2148.583
Other sabotage	248	2436.351	1848.09
Operational control spill	13	64.629	48.96
Others (no spill/false alarm)	4	0	0
JIV pending (inconclusive)	23	0	0
<b>Total events</b>	<b>632</b>	<b>5232.239</b>	<b>4045.633</b>

### Clean-up Status for oil spills within the assets

MONTHS	CLEAN UP NOT REQUIRED	CLEAN UP COMPLETED	CLEAN UP IN PROGRESS	CLEAN UP PENDING	PENDING JIVS	TOTAL
JAN	1	34	34	0	0	69
FEB0	40	12	1	0	53	
MAR	0	41	16	2	0	59
APR	1	36	32	1	0	70
MAY	0	34	32	6	0	72
JUN	0	26	22	4	0	52
JUL	0	16	22	8	0	46
AUG	0	31	6	8	0	45
SEPT	0	18	4	15	1	38
OCT	2	13	0	25	0	40
NOV	0	18	0	23	3	44
DEC	0	17	0	8	19	44
<b>TOTAL</b>	<b>4</b>	<b>324</b>	<b>180</b>	<b>101</b>	<b>23</b>	<b>632</b>

Hazardous wastes constitute a major hazard to the people and environment and a duty of care is deployed that these wastes from operational activities are disposed appropriately in line with regulatory requirements. All hazardous matters generated within the operations of the Joint Venture are transported locally (within Nigeria).

Table 6 indicates the volumes and hazardous waste type evacuated from key installations as well as the status of the waste disposal and treatment.

**Table 11: Sludges evacuated from the Key installations.**

### (a) Cleanup Activities

LOCATION	VOLUME	STATUS
Brass Canal	Cleanup of Brass Terminal Canal	Job ongoing.

### (b) Contaminated Soil/Sludge/Cutting Management

LOCATION	VOLUME	STATUS
OB/OB Gas Plant Flare Area	Evacuated and transported <b>108.6m<sup>3</sup></b> of post-flood oil-impacted soil/debris to and <b>11m<sup>3</sup></b> of sludge to Paschal Technical Services Limited for treatment and disposal.	Job Completed
Kwale Gas Plant	Evacuated and transported <b>160m<sup>3</sup></b> of sludge and <b>15m<sup>3</sup></b> of contaminated soil to Paschal Technical Services Limited for treatment and disposal.	Job Completed

## OCCUPATIONAL HEALTH AND SAFETY

In the company's operations, we recognize that there are hazards which can result in injury to persons and damage to the environment & assets. In ensuring the safety of every personnel that works for the organization, policies, procedures and guidelines have been developed, implemented, and maintained.

The company continues to operate efficiently with zero consequences to key performance indicators within its operations. These include zero fatalities, lost time incidents and medical treated cases.

Goals, targets, and key performance indicators are given by the company's board of directors and cascaded to all employees within the organization. These goals and key performance indicators are related in different ways in each Business division, departmental and individual employee goals.



# Environmental, Health, Safety, Security and Quality at Oando

These goals are further discussed at periodically, measured and evaluated every half year to determine the extent of achievements of overall Organizational objectives and targets.

The Oando's Environmental Health Safety -Management System(EHS-MS) has been developed, implemented and maintained to proactively manage occupational health & safety and applies to all activities performed by or on behalf of the organization. In practice, major contractors, sub-contractors, and suppliers operate their respective EHS management system. However, we ensure that same is compatible with the Oando EHS-MS. Our EHS-MS also addresses the management of reputation which could result from EHS hazards and covers Those activities actually carried out by Oando employees or contractors . The EHS-MS does not, however, cover the activities carried out by the assets operated by Joint Partners. The EHS-MS is composed of 8 elements as shown in

Figure 1:

- Leadership and Commitment
- Policy and Strategic Objectives
- Organization, Resources, Standards and Documentation
- EHS Risk Management: Hazard and Effects Management Process
- Planning and Procedures
- Monitoring and Implementation
- Auditing
- Management Review



Figure 1: OER EHS MANAGEMENT SYSTEM

The company uses the EHS-MS framework to ensure that work is performed safely. Specifically, the HEMP (Hazard Effect and Management Process) element is used to identify hazards, risks and put actions to prevent re-occurrences.

We also undertake strategic activities to ensure the safety of employees and contractors.

## 1. Reporting of incidents:

Employees and contractors are encouraged to report unsafe acts, Unsafe Conditions and Near misses before they become major accidents with significant or catastrophic impacts.

Employees report unsafe acts, unsafe conditions and near misses on the Hazard reporting tool on an Enterprise Risk Tool (Oracle). These are then investigated, and effective corrective actions are implemented and communicated during the monthly Health and Safety meetings. These statistics are also reported to the Board through the quarterly Environmental Social and Governance (ESG) Committee Meetings.

## 2. Use of Competent Contractors:

Contractors are selected based on technical competency to perform the work efficiently. Contractors are selected through a rigorous and transparent process implemented by the Supply Chain Management Unit where bidders are requested to respond to bids put out by the company. These contractors are required to provide detailed work execution plans and methodologies. The work plans of Contractors must also include job safety analysis (JSA) for the work which is a major criterion reviewed during bid evaluations.

The bids submitted by the contractors are reviewed using a detailed Technical Evaluation Criteria (TEC) which uses a scoring point to select contractors who score a minimum pre-approved score after which commercial evaluations are reviewed and scored and contractors selected for projects. In some instances, especially for projects with complex technical requirements and significant health & safety impacts, the contractors work sites are inspected and form part of the Technical Evaluation Criteria.

## 3. Mobilization Requirements:

Once the contractors are selected, kickoff meetings are held to ensure that assumptions and requirements are fully understood by the contractors including expectations regarding health and safety. Oando's health & safety policies and reporting templates are also given to the contractors. The contractors are also required to review project specific procedures provided during the bid tendering process before the commencement of the project. In some cases, Oando and contractors develop joint procedures called hybrid procedures for the projects.

Contractors are required to provide the health status of their personnel just before sitework commences. In some instances, contractors' personnel are required to undergo minimum health checks before the project commences.

In addition, Contractors' equipment is inspected and validated at the work sites prior to commencement of work to ensure that they are safe to use during the projects.

## 4. Risk Assessment:

Risk Assessment for each job tasks are carried out by the company's contractors. These assessments are reviewed and discussed with the contractor's safety representative(s) by the Oando health & safety representative on the project. The review of the risk assessment continues throughout the project lifecycle. In addition, toolbox meetings are held before the commencement of every task. The job tasks, methodologies, safety requirements and emergency procedures are discussed. Oando employees and contractors' personnel have a right to refuse work if it is not safe for them to work. They are also empowered to issue a stop work order and stop a job if they observe an activity that has a significant risk/impact to personnel injury or damage to the environment and assets.

## 5. Monitoring:

Oando monitors work carried out at its work sites through site inspections and audits. Oando's health and safety employees inspect the projects occurring at the sites and provide areas that need to be improved upon.

## Hazard Identification, Risk Assessment, and Incident Investigation

There are different ways by which hazards are identified within Oando. These include:

- Pre-start up and shut down activities such as Hazards Identification (HAZIDs) and Hazard and Operability(HAZOPs)
- Job Safety Analysis
- Operational planning & logistics
- Workplace inspections & audits
- Incident investigations

Risk Assessment for each job task is carried out by the company's contractors. These assessments are reviewed and discussed with the contractor's safety representative(s) by the Oando health & safety representative on the project.

Risk assessments are also carried out by employees within the offices complex or during operational activities.

The review of the risk assessment continues throughout the project lifecycle. In addition, toolbox meetings are held before the commencement of every task. The job tasks, methodologies, safety requirements and emergency procedures are discussed. Oando employees and contractors' personnel have a right to refuse work if it is not safe for them to work. They are also empowered to issue a stop work order and stop a job if they observe an activity that has a significant risk/impact to personnel injury or damage to the environment and assets.

In managing hazards, the hierarchy of controls is identified, implemented, and maintained in this order from top to bottom, most times using a combination of controls.

These controls include:

- Elimination
- Substitution
- Engineering controls
- Administrative Controls &
- Use of Personal Protective equipment or devices

Where there is a need for changes in the implementation, a

change management system is activated, approved, implemented, and communicated to various personnel using the Responsibility, Accountability, Consulted & Informed (RACI) methodology.

The company has documented policies, procedures, and guidelines for managing safety. The policies are reviewed every three (3) years while the procedures and guidelines are reviewed every two years. However, policies, procedures, and guidelines irrespective of the review day indicated are subject to review in the event of the following:

- Changes in legislation or regulations
- Changes in the structure and workflows within Business divisions
- Material changes to work or job tasks
- Follow up actions from Employee/Contractor engagement sessions.
- Recommendations from investigation reports

In addition, the organization also ensures that competent employees and contractors are deployed to projects and operational areas. Employees are hired by a rigorous hiring process and their knowledge, skills & experiences are enhanced through a mixture of classroom training, on-the-job training, and mentoring. Oando has a structured academy through which employees are taught technical and soft skills courses.

Contractors are selected through a systemic and data driven process that relies on pre-determined criteria and requirements before they can work for the organization.

Workers, both employers and contractor personnel are first of all encouraged to stop work in the event of an unsafe condition through a "STOP Work" Order. The incident (unsafe acts or unsafe conditions) that necessitated the Stop work order is usually reported verbally to the appropriate authority but is documented by filling the Hazard Identification Report (HIR). There are online apps and paper available for personnel to fill in the Hazard Identification Report. However, once documented, the paper copies are transferred to an online system for managing the incident.

This Hazard Identification Report is investigated by members of the Environmental, Health and Safety (EHS) Team who then assign actions to the respective teams for resolution. Once the corrective actions are completed, the EHS Team is notified through the online system and then it is verified that the corrective actions are effective. Then the event is closed out.

The organization has policies that ensure that employees and contractors consider safety while working and are encouraged to report unsafe incidents. In addition, employees are allowed to anonymously report violation and incidences of non-compliance to dedicated Whistleblowing hotlines. The organization also uses work processes that involve team collaboration. These include risk assessment, job/task safety analysis, Toolbox meetings and periodic meetings where lessons learnt sessions are shared as part of a learning culture. The company also uses its 14 life savings rules which identify 14 high risk situations within its operations and create awareness to employees and contractors through meetings and visual aids.

# Environmental, Health, Safety, Security and Quality at Oando

Oando considers incident investigation as a crucial aspect in preventing the re-occurrence of incidents. This importance of incident investigation is indicated in the company's health and safety policy and the Incident Investigation procedure is used to manage incident investigation.

The procedure defines the level of authority within the organization required to investigate the incident based on the severity of the such incident. It also specifies requirements for objectivity, fact-based evidence, and independence in constituting the Investigation Teams and for investigating incidents. Incidents that occur in Oando are categorized into low, medium, and high.

During investigation, the root causes and underlying causes for the incidents are identified and recommendations for corrective actions are provided in the final investigation report. Operational and maintenance records are analyzed, employees and contractors interviewed, job (tasks) observed while damaged assets are analyzed to determine deviation from normal operational procedures. This methodology is also used to determine gaps within the operating systems as well as identify hazards and risks associated with the tasks.

The report is submitted to the Executive Management for review and approval to constitute a lesson learnt sessions for very high incidences. Different management teams from the different business divisions are required to participate for learning purposes and for any clarification that might be required about the incidents. Once the lesson learnt sessions are completed, the summary of the report is cascaded to the entire organization.

For medium and low incidences, the summary report is cascaded to the employees after the approval of Executive Management is obtained.

## Occupational Health Services

Oando requires its employees to undergo a periodic medical check-up based on its medical policy and test protocol. Emails are sent to the appropriate employees to go and conduct their medical tests. Once the employee's tests are completed, the result is sent to the Oando Medical Consultant who reviews the test results and provides counselling to the employee depending on the outcome of the results. Once an employee successfully completes his/her medical tests, a certificate of fitness is issued to him/her which is valid for one to three years as indicated for the different categories in the company's medical policy.

Occupational health services for contractors are an integral part of the contractual agreement that is pre-defined as a part of the requirements during the selection of contractors. Contractors are required to ensure that their personnel on any company project or operational undergo medical tests indicated in the company's medical test protocol. Once a contractor personnel successfully completes his/her medical tests, he/she is issued a certificate of fitness which is then submitted by the contractor to the company prior to commencement of the project/operations.

As part of the contractual agreement, the contractor is also required to provide a clinic or a hospital for the treatment of its contractor, especially for emergency purposes which is also inspected by the Health & Safety team of the company. The company, however, places some hospitals on retainerhip for

emergencies and for specialist treatments. Employees and contractor personnel can be evacuated through a robust Emergency Response Preparedness (ERP) that includes documentation, human resources, tools & gadgets, logistics and communication.

The JV's in which Oando has interest, also has clinics on all its projects and operational sites which are managed by a nurse who specializes in trauma and emergencies. The nurse administers first aid and is also responsible for the evacuation process of the injured person to the retainerhip hospital.

The Oando Medical Consultant, just like all employees and consultants has a signed confidentiality agreement with the company. Although the Consultant reports to the Head, Environment Health, and Safety, he is not permitted to provide or reveal the results of any employee to his/her line manager or any Oando employees or directors. Furthermore, Health Risk Assessments (HRAs) are conducted for all projects and operational sites and are used to promote workers health and minimize health risks to workers on site.

## Workers Participation, Consultation and Communication on occupational Health & Safety

Worker's participation and consultations are through periodic meetings (usually monthly) with management representatives both in the office and at work sites. Safety awareness, safety concerns including safety performances, incidents and correctives actions are discussed at these meetings. Staff concerns, clarifications and suggestions are received during discussions and form part of the inputs to corrective actions to policy or process review and changes.

## Workers Training on Occupational Health & Safety

Every worker visiting a site must undergo an induction prior to site entry. Induction typically covers hazards on work sites, access and exits, prohibited actions and items on work sites and emergency response requirements.

Workers trainings in Occupational Health and Safety are mandatory, particularly in instances where the employees and contractor are engaged in hazardous work..

Generic training provided by the company includes EHS Competence training, Basic Offshore Induction and Emergency Training (BOSIET), First Aid training. Specific trainings include Incident investigation and Reporting, Permit-to-Work system, Hazardous Area Classification.

## Promotion of Workers Health

All employees and their dependents have access to Health Medical Organizations(HMO) Services as Oando pays a premium to these medical organizations.

As part of Oando's agreement with Contractors, the third-party company is required to provide a clinic or a hospital for the treatment of its contractor personnel especially for emergency purposes which is also inspected by the Health & Safety team of the company. The company, however, places some hospitals on retainerhip for emergencies and for specialist treatments. Employees and contractor personnel can be evacuated through a robust Emergency Response Preparedness (ERP) that includes documentation, human resources, tools & gadgets, logistics and communication.



# Environmental, Health, Safety, Security and Quality at Oando

While the actual medical reports are not shared with anyone within the company, analysis of the data obtained from the reports is carried out by the consultants to determine trends regarding health-related matters amongst employees and contractors which is thereafter used to promote the health of workers and introduce initiatives for creating awareness. These initiatives include health discussions by Subject Matter Experts during the company's monthly health and safety meetings, fitness competitions, gym discounts and an annual company sport festival. Employees and their families also have access to Employee Assistance Program (EAP).

Once the employee's tests are completed, the result is sent to the Oando Medical Consultant who reviews the test results and provides counselling to the employee depending on the outcome of the results.

The Oando Medical Consultant, just like all employees and consultants has a signed confidentiality agreement with the company. Although the Consultant reports to the Head, Environment Health and Safety, he is not permitted to provide or reveal the results of any employee to his/her line manager or any Oando employees or directors.

## Prevention & Mitigation of Occupational Health & Safety Impacts directly linked by Business Relationships.

Oando operates as an active non-operator and the Joint Operating Agreements allows for joint review of processes, guidelines, procedures and safety programs to ensure health and safety at the workplace. There are also provisions for joint inspections and audits of all the work sites and for providing improvement initiatives.

## Workers covered by Oando's Occupational health and Safety Management System

All workers, both employees and contractor personnel working for the company are covered by the company's occupational Health & Safety management System. Oando prioritizes the safety of all persons on its work sites.

## Workers Related Injuries

The company continues to sustain the established target of zero Lost Time Injury (LTI) and zero Total Recordable Incident Rate (TRIR) as part of sustaining its Environment Health Safety (EHS) culture. In 2022, there were no injuries or fatalities, and the company has enjoyed lost time injury-free manhours since 2013. As of 31st December, the company has achieved a Lost Time Injury free manhour of 19,619,393.

## Oando PLC Statistics (2020– 2023):

	2020	2021	2022	2023	COMMENTS
<b>Man hours</b>	357,024	383,376	398,200	596,288	Manhours from Oando divested entities is not included.
<b>Fatalities</b>	0	0	0	0	There were no fatalities among employees, contractors or 3rd party.
<b>LTI</b>	0	0	0	0	LTI has consistently remained @ Zero (0) for the last 7 years of reporting.
<b>LTIF</b>	0	0	0	0	Zero LTIF recorded for the Oando Operations.
<b>TRIR or TRCF</b>	0	0	0	0	Zero (0) TRIR achieved as a result of awareness, adherence to processes, ownership by employees and active participation in the health & safety programs organized by the company.
<b>Product Spills (Litre)</b>	0*	0*	0*	0*	No spill recorded within Oando's EHS management system and does not include spills recorded from operations in which Oando has partnerships.
<b>Fire</b>	0	0	0	0	There has been no fire incident in the company over the last six years.
<b>HIR</b>	53	28	36	105	HIR reporting does not include activities from the projects.

Rates are calculated based on 1,000,000 hours worked.



Safety isn't just a policy, it's a culture. From joint audits to zero Lost Time Injuries, we're committed to protecting every worker, every day.

*We are Africa, We Are Oando*

## Environmental Grievance Mechanisms

The organization along with its Joint Venture Partners recognizes the potential impacts whether positive or negative of its operations on economy, environment and people and strives to minimize the negative impacts while increasing the positive ones.

The company uses its engagements with the communities to resolve potential environmental grievances using results from environmental studies to buttress its position.

### Security Practices

There are potential negative impacts on people including their human rights that have been identified by the company. Hence, the company has indicated in its security policy the need to ensure human rights in its engagements with people.

The company engages armed personnel from Government Security Agencies in ensuring the protection of its assets and Very Important Persons (VIPs). Personnel from Government Security Agencies are given orientation on the first day of joining the organization on the rules of engagements while being deployed to the company as well as respect for the rule of law and human rights.

In addition, the company employs 3rd party personnel who protect the assets and are actively involved in assess control within these assets. Periodic meetings driven by the Head of Security of the company are held to reinforce company policies and rules at intervals. There were no reported cases of human rights violation by security personnel attached to the company.

Approximately, 77% of the security personnel have received training in procedures related to the company's training.

Trainings include:

- Basic Security procedures
- Conflict resolutions
- Surveillance and Monitoring
- First Aid & Emergency Response
- Legal & Ethical Consideration
- Fire safety
- Crowd Control
- Security Technology
- Cultural Sensitivity & Diversity Training

## Environmental Compliance

Oando is a responsible organization and abides by the legislations and regulations governing its operations. It has developed policies and procedures to ensure compliance with government legislations.

The company has not been fined or penalized or given a warning as a result of non-compliance. It has also been compliant with the voluntary codes that its subscribes to.



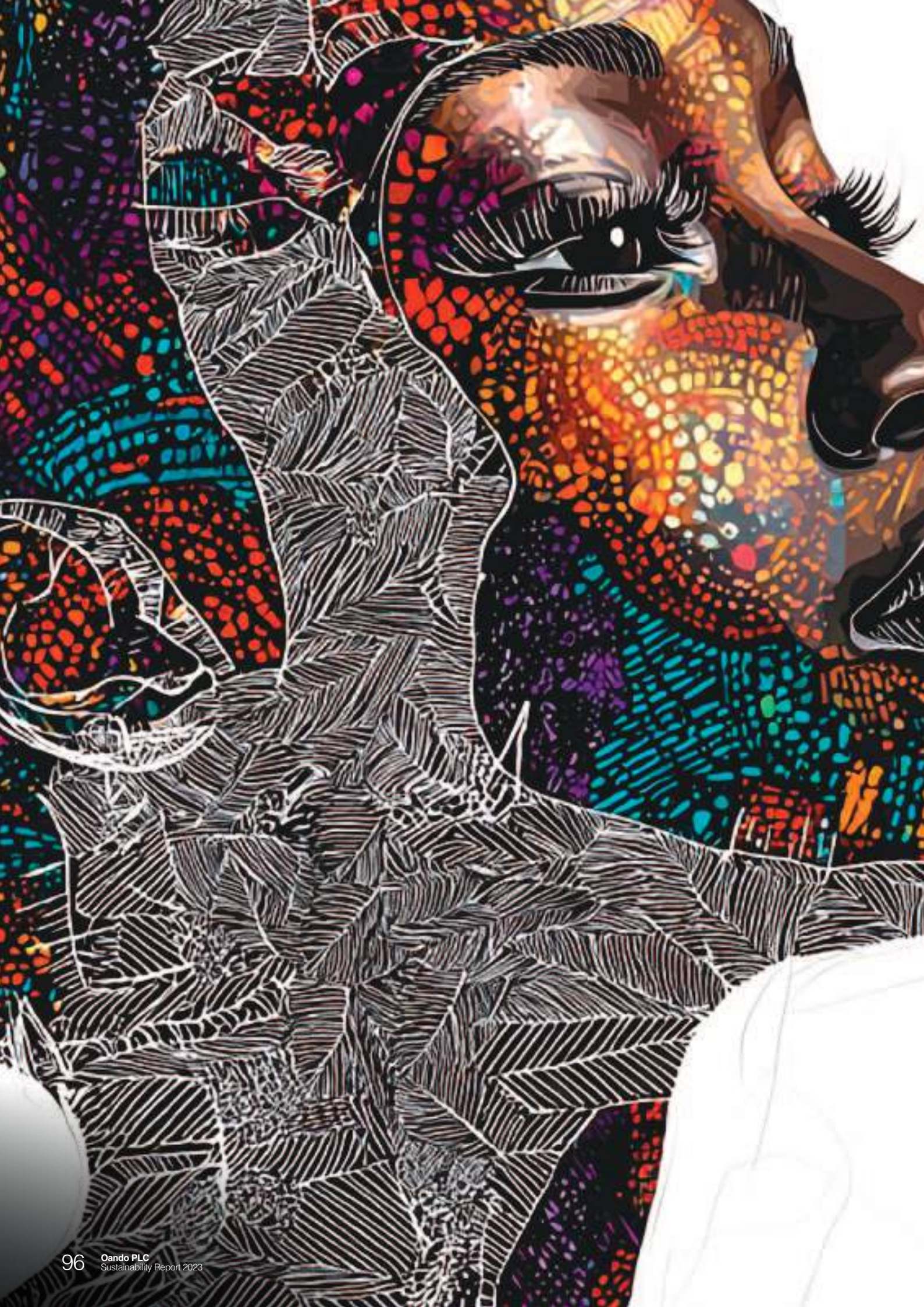
From conflict resolution to cultural sensitivity, we equip our security personnel with the tools to protect people and uphold human rights. We are Africa.

*We are Africa, We Are Oando*









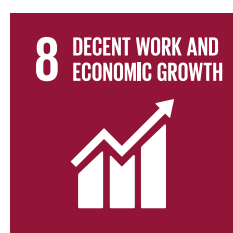




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# Economic Performance

## Finance



### Introduction

The global economy faced several challenges, including elevated inflation unprecedented in decades and various other headwinds that hindered growth. As a result, the economy experienced an estimated growth of 2.6%, down from 3.1% in 2022.

Global oil production in 2023 reached 102.01 million barrels per day (mbbls/d), exceeding the 2022 production level of 100.6 mbbls/d. Additionally, global oil demand in 2023 rebounded to pre-pandemic levels, reaching 102.1 mbbls/d, compared to 100.4 mbbls/d in 2022. Despite the surge in demand, Brent oil prices declined, averaging \$82.49 per barrel in 2023, down from \$94.53 per barrel in 2022.

According to the Nigerian Upstream Petroleum Regulatory Commission (NUPRC), total production in 2023 averaged 1.52 million barrels per day (comprising 1.26 million barrels of oil and 0.26 million barrels of condensate per day), representing a slight decrease of 0.57% compared to 2022. Additionally, 2.53 trillion cubic feet of associated and non-associated gas were produced at an average rate of 6.86 billion cubic feet per day, which also reflects a 0.57% decline from 2022 levels.

### Sustainability Strategy

The sustainability development strategy for the finance team is to effectively manage the company's generated income and access to capital through effective working capital management from various capital providers.s.

### Unit Goals

#### S/N 2023 GOALS

- 1 **Capital Restructure**
  - Secure acquisition finance of \$500M
  - Debt refinancing and equity injection
  - PIA and asset portfolio regularization
  - Monetize exploration assets
  - Establish min 2 additional avenues to raise short-term debt on the back of future trading profits
  - Finalize switch of the PCG from Oando PLC to OER
- 2 **Increase Revenue**
  - Average base production of  $\geq 21.4$  kboepd
    - ↘ Protect base production
    - ↘ Avoid low case
  - Incremental production  $\geq 1,500$  boepd (Qua Ibo)
  - Commercialize Ebendo gas
  - Oando Clean Energy project delivery and roll out –Sustainable transport, waste to energy
  - Commence lifting of LNG Barrels under Term Contract
  - Secure DSDP contract renewal
  - Grow volumes on existing contracts
  - Fully operational Metals & Other Commodities Desk





### 3 Business Development

- Acquisition of NAOC's 20% in the NAOC/OOL/NPDC JV.
- $\geq 26.1$  kboepd Inorganic opportunities (Marginal Field Farm-in, PUD, IOC Divestment)
- TSA/MSA service outside NAOC JV
- Commercialize NOVEMS
- Develop partnerships with established players in need of African content
- Secure additional NNPC/NPDC Contracts
- Re-establish presence in WAF,SA,EAF,MENA

### 4 Flexible Financing

- Expand credit facilities to a minimum of \$1bn
- Develop two additional funding alternatives (other than Glencore and Litasco) through operating JV structures

### 5 Cash Management

- G&A (\$45.7M), JV costs and contract optimization
- Audit targets and cost recoveries (\$125M)
- Recover all due receivables (Kwale IPP, FIPL,NAOC JV 3rd Party)(\$13.5M)
- OCEL to secure external funding (working capital and project delivery) for project roll out (\$200M)

### 6 Organizational Development

- Capacity Development
- Manpower optimization(25M)

## Organizational Profile as at 31 December 2023

METRICS (N'Bn)	OER	GROUP
Net Sales	126.8	2,845.6
Total Capitalization:		
<b>Total Debt</b>	439.8	818.3
<b>Total Equity</b>	(21.0)	(267.2)
Changes to corporate structure	NIL	NIL

### Identified Material Aspects and Boundaries

Entities included in Consolidated Financial statements include.

#### OER

- Oando Servco Nigeria Limited
- Oando Energy Resources Canada
- Oando Qua Ibo Limited
- Oando Reservoir & Production Services Ltd
- Oando Akepo Limited
- Oando Petroleum Development Company limited.
- Oando OML 125
- Oando OML 125 & 134 BVI Limited
- Equator Exploration Ltd. (BVI)
- Equator Exploration OML 122 Ltd. BVI
- Equator Exploration STP Block 12 Ltd.
- Equator Exploration Nig. Ltd
- Equator Exploration STP Block 5 Ltd. (BVI)
- Equator Exploration Nigeria OML 122 Ltd.
- Oando Equator Exploration JDZ Block 2 Limited
- Oando Equator Exploration Nigeria 321 Ltd.
- Oando Equator Exploration Nigeria 323 Ltd
- Oando Production and Dev. Company Ltd
- Oando Servco UK Limited
- Oando Netherlands Holdings 1
- Oando Netherlands Holding 2 BV
- Oando Netherlands Holding 3 BV
- Oando Netherlands Holding 4 BV
- Oando Netherlands Holding 5 BV
- Oando OML 60-63 Holding BV
- Oando OPL 214 Holding BV
- Oando Brass Holding BV
- Oando OML 131 Holding BV
- Oando Servco Netherlands
- Exile Resources Nigeria Limited
- Exile Resources Services Ltd UK
- Exile Resources Luxembourg S.a.r.l
- Exile Holdings Luxembourg S.a.r.l
- Exile Resources Zambia Limited
- Exile Resources Ankara
- Oando OML 60-63 Ltd
- Oando Holdco Ltd
- Oando OML 131 Limited
- Oando Oil Limited
- Oando Deepwater Exploration Nigeria Limited
- Medal Oil Company Ltd.
- Oando Technical Services Ltd.
- Oando Clean Energy Ltd.

#### GROUP

- All OER Companies and
- Oando PLC
- Oando Exploration and Production Limited (OEPL)
- Oando Benin
- Oando Sierra Leone Ltd
- Oando Burkina Faso Ltd
- Oando Foundation
- Oando Liberia
- Ebony Trading Rwanda
- Ebony Trading Uganda
- Ebony Oil and Gas South Africa
- Calabar Power Limited
- Oando Equator Holdings
- OES Professionalism
- OES Deep Sea
- OES Constitution - Integrity
- XRS I Limited
- XRS II Limited
- Oando Logistics and Services
- Oando Trading Limited (Bermuda)
- Oando Resources Limited
- Oando Trading Dubai
- Oando E and P Holdings Ltd
- Churchill Finance Ltd
- UNITAB
- Oando Terminals and Logistics Ltd
- Bitumen Resources Ltd
- Lakel Afrik Petroleum
- Road Bits Limited
- Trans-Africa Mining Resources Limited
- Bit Mines Resources Limited
- 090270BC
- Oando Petroleum and Natural Gas Ltd
- Oando Oil II Cooperatief U.A
- Oando Oil II Cooperatief U.A
- Carmine Energy Investments Limited
- Fast Energy Investments Limited
- Lithiwave Nigeria Limited
- Litherium Development Company Limited

Every entity included in the company's consolidated financial statement is covered by this report.

# Economic Performance

## FINANCE

### Stakeholder Engagement

Stakeholders are identified relative to the significance of impact on the business of the company and based on the reporting guidelines for our environment.

Stakeholder Group	Basis of Identification	Priority		Mode of Engagement	Frequency	Key Stakeholder concerns/ issues raised	Resolution Strategy
JV Partners	Joint Venture arrangements on assets	High	Continued engagement with JV partners ensures smooth running of operations	Online business meetings (OPCOM, Subcom, Tecom and other round table meetings), e-mails and phone calls	Regular Periodic	<ul style="list-style-type: none"> <li>• Timeliness of obligation payments (cash call)</li> <li>• Lag time in response to cash call request</li> </ul>	<ul style="list-style-type: none"> <li>• Settlement and Funding Agreement in place to settle previously owed cash calls and cater for ongoing cash calls.</li> <li>• Alignment of liability position with all parties through a reconciliation exercise</li> <li>• Make payment when due.</li> </ul> <p>Developed a system (NOVEMS) to automate the process of cash call request review.</p>
Auditors	Regulatory requirement	High	Audited accounts are necessitated by the Company and Allied Matters Act and the Securities and Exchange Commission.	Online meetings and inquiry sessions, physical meetings, e-mails, and telephone calls.	Yearly	Timely access to information	Attending to audit requirements have been prioritized to aid timely completion of audit.
Tax Authorities  Government Authorities (DPR, NNPC, NEITI)	Regulatory	High	Tax and Government authorities regulate the operational environment. Engagement with them has a direct impact on Oando's ability to continue to operate	Online meetings, e-mails, letters, and telephone calls	Regular	Payment of taxes owed  Payment of royalties owed	Objection, Negotiation and agreed payment plan with regulators
Banks, Lenders, and Financial Advisers	Debt financing	High	Negotiating favourable terms for debt capital and proper fund management	Periodic virtual meetings, e-mails, and telephone calls	Regular Ad hoc basis	Principal and interest repayment on facilities	Negotiation with financiers
Internal Stakeholders – all Departments	Interdependent relationship with all departments	Medium	Engagement with all departments for finance purposes and information resource for reporting	Regular virtual one-on-one engagements and meetings, Learning series	Regular	Timely access to information	Communication on request timeline



### Case Study on Stakeholder Engagement

#### JV stakeholder engagement with NEITI

- Nigerian Extractive Industries Transparency Initiative Exercise (NEITI): Oando engaged in the extractive industries transparency initiative audit with the designated auditors and NEITI team to review and reconcile activities covering 2022 and 2023. The outcome from the reconciliation of financial flows (tax and non-tax payments and other payments mandated by relevant Nigerian laws) would be presented in a report in compliance with the NEITI act 2007 and 2019 EITI standard.

#### Feedback Management Process

- Feedback from our stakeholders is reported using different platforms such as email, telephone conversation, memo etc. as the case requires. For example, feedback from tax authorities usually comes via letters or emails addressed to the company. Feedback is sent to Executive Management via email explaining the issues therein and suggesting a resolution path.
- Engagement with Board Sub-committees

#### Process of Communicating Critical Concerns

- Critical issues are communicated to executive management via memo, highlighting the areas of concern. We also have meetings where necessary.

#### Engagement with FIRS/LIRS

- The company liaised with the Federal Inland Revenue Service (FIRS) in respect of newly incorporated entities for registration and issuance of taxpayer IDs and TCCs (Tax Clearance Certificates).

#### Feedback Management Process

- Feedback was obtained from the stakeholder via written correspondence, emails, telephone and in-person communication.
- Responses are obtained from collaboration from the tax team, brainstorming the best possible approach to effective stakeholder management. Schedules and reports are shared with Executive Management to keep them in the know, and to obtain their approval for high-level approaches to issues. The signoff of the Chief Financial Officer or his designated delegate is required on all communication.

#### Process of Communicating Critical Concerns

- Critical issues are communicated to executive management via memo, highlighting the areas of concern. Meetings are held twice weekly by the team, where issues are escalated or de-escalated as necessary.

### Direct Economic Value Generated and Distributed

METRICS (N'BN)	OER	GROUP
<b>Economic Value Generated (Revenues)</b>		
- Crude Oil	96.4	2,813.1
- Gas & NGL	38.2	38.2
- Oil Transportation Tariffs	3.7	3.7
- Kwale –Okpai IPP Power	11.7	11.7
- Other revenues	126.3	419.9
<b>TOTAL</b>	<b>276.3</b>	<b>3,286.7</b>

#### Economic Value Distributed:

Operating Expenses (COGS)	(73.1)	(2,760.6)
Employee Wages and Benefits	(10.0)	(26.4)
Community Investments - Donations	-	-
Other General and Admin Expenses	(31.2)	(48.1)
Tax paid	(1.9)	(1.9)
Royalty paid	(1.27)	(1.27)
Payments to Equity holders	-	-
Payments to Debt holders	(158.9)	(448.4)
<b>TOTAL</b>	<b>(276.4)</b>	<b>(3,286.7)</b>

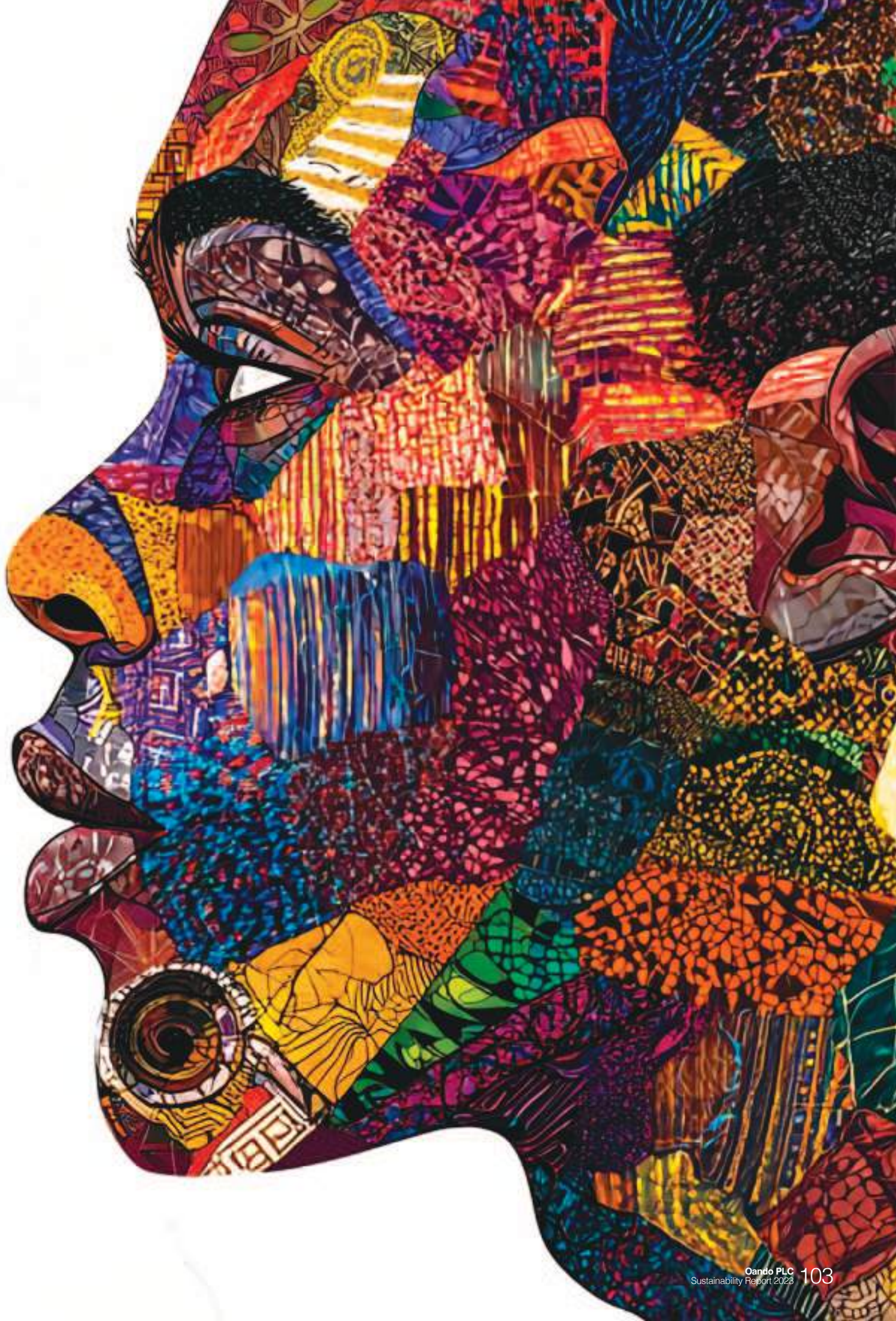
### Coverage of the Organisation's Defined Benefit Plan Obligations

The Company does not have defined benefit plan obligations. No liability exists as of 2022 for benefit plan obligations.

### Financial Assistance Received from Government

METRICS (N'Bn)	OER	GROUP
Tax reliefs	NIL	NIL
Tax credits	NIL	NIL
Subsidies	NIL	NIL
Grants (Investment, Research and Development)	NIL	NIL
Financial benefits received from Government	NIL	NIL









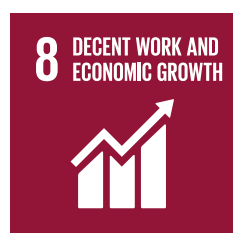




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# Decent Work, Economic Growth and Reduced Inequalities

## Tax



The Tax Unit is a sub function of the Finance Department of Oando Group charged with providing strategic guidance to the Group entities. The unit eases implementation of the existing legal and regulatory framework, Group tax policies and procedures such as the Group Transfer Pricing Policy which have been put in place to ensure that the day-to-day tax compliance management is in line with global best practices.

Tax remains a boardroom topic hence quarterly reports are shared with the Internal Audit function for its Board reporting duties. The GCFO also relies on the tax reports in discussing the financial health of the group with other Executives. These reports cover compliance and risk issues such as audit findings, additional tax assessments and penalties, the tax strategy for resolution and other debt management strategies. The Internal audit team is tasked with periodical reviews of the tax documentation and policies to verify that identified risk factors are frequently addressed as a matter of priority. The Risk and Control Function also oversees the implementation of internal controls over financial reporting, ensuring that finance policies, procedures and standard operating procedures are in place and up to date. With vast experience in varying aspects of taxation, the Tax team is able to leverage on relationship management to resolve disputes. Continuous engagement with the tax authorities ensures judicial recourse is seen as a last resort, and only when all other avenues for dispute resolution have been exhausted.

### Our Goals towards Sustainability

Oando's commitment to the Sustainable Development Goals (SDGs) are Economic, Environmental and Social. Our impact on Basic Education access and quality through Oando Foundation's initiatives; the employee initiative – The Aggregator Platform(TAP) to Reach All, addressing Hunger Alleviation; and Gender Equality by way of increased leadership opportunities for female employees; are a few of the 17 SDGs we focused our business upon, as the world struggled with post-pandemic impact of Covid 19 on the business environment. The Foundation, through the Nigerian Private Sector Advisory Group (PSAG) on Sustainable Development Goals (SDGs) collaborated with other private sector stakeholders to advocate for investment in Nigeria's education sector, through the introduction of an education tax credit scheme. The incentive is expected to accelerate inclusive development in the education sector of the nation.

In pursuance of its green energy initiatives, Oando Clean Energy Limited ("OCEL") signed a Memorandum of Understanding (MoU) with Fuelcell Energy for technical partnership on fuel cell technology deployment, and Mondo4 Africa for the development of a 10,000 tonne/month facility. The tax unit provides support to the business with effective tax solutions in the establishment of a renewable energy sector.



## Advocacy

Oando is a member of the Oil Producers Trade Section (OPTS), a private industry group of the Lagos Chamber of Commerce and Industry, representing the interests of oil and gas producing companies operating in Nigeria. The members' commitment to the exploration, development and production of Nigeria's oil and gas resources ensures sustainable and safe operations that produce energy products. Oando is an active member of the Tax Sub-Committee of OPTS, which has also provided a platform for members to leverage reforms to institutional frameworks including the Finance Act of 2023.

## Our Approach to Taxation

### Our Commitment to Tax Transparency

Oando Group voluntarily aligns with the GRI 207 Standard on Taxation. The Group is consistent with its tax compliance obligations, and continuously meets up with transfer pricing and CbCR requirements to date. In 2023, disclosures were made in respect of entities across 19 jurisdictions, with Oando PLC acting as the Ultimate Parent Entity for the Group.

### Tax Havens

Although some of the jurisdictions may be considered tax havens by the OECD, Oando subsidiaries are established for business or commercial purposes and not necessarily for tax benefits. Intensive consultations with the tax team is a precursor for the incorporation of new entities and the choice of location is one of the issues that must be thoroughly considered. Compliance remains a priority as entities are allowed to file returns as and when due.

## Risk Profile

The Group risk profile for related party transactions is Medium, as Oando does not engage in bogus or artificial transactions without economic substance. Identified related party transactions are mostly consistent with the arm's length principle. The tax unit continues to ensure adherence to the regulations, ensuring contemporaneous documentation is in place in the event of a Transfer Pricing audit.

Entities across the Group made various payments in the course of the year including corporate income taxes, royalties, transactional taxes (WHT and VAT), PAYE, and other statutory deductions like Pensions, NHF, etc., pursuant to the compliance requirements for the entities.

There were no significant changes in the tax processes across the jurisdictions during the year.

## Our Internal Reporting Mechanism

The Tax Unit continues to engage tax authorities on queries raised, which are escalated to the GCFO in the following instances:

- where additional liabilities exceed the current budget
- where there is risk of a distraining order
- where there is risk of an issue causing reputational damage

The quarterly tax memo is sometimes shared with the Treasury where the risk is significant and could impact projected cash flows. The following are examples of issues escalated to the GCFO during the year:

S/N	Issue	Resolution
1	Variances from internal systems errors	Reconciliation and resolution of payables reports arising from errors in ERP tools.
2	Outstanding tax payments	Continuous payments
3	Tax audits	Continuous payments and reconciliation with the relevant tax authorities.



# Decent Work, Economic Growth And Reduced Inequalities

## TAX

### Stakeholder Management

Stakeholder engagement is a continuous exercise within the Group. As the first stop for inquiries regarding taxes and various statutory issues, it is critical to be on top of the tax regulatory regime, forward thinking on changes in the tax space and approachable to all stakeholders.

While corresponding with the tax authorities, the tax unit prioritizes transparency and openness and is committed to quick resolution without undue influence on any government officials in arriving at a position that is agreeable to all parties. Oando is however committed to the use of appropriate mechanisms in arriving at the right taxes, based on legally accepted principles.

### Prioritising our Stakeholders' Interests

The Nigerian tax landscape is continually changing with the annual amendments to the tax laws through the Finance Acts and enactment of the PIA; it was important that stakeholder forums be convened to ensure a clear understanding of expectation from all parties going forward. Changes to the tax laws, particularly the Finance Acts, are discussed robustly in forums where the input of experts are thoroughly considered and implemented.

### How we Communicate

The preferred means of communication with all stakeholders is through e-mails, which is a fall out of the Covid 19 pandemic era. Where necessary, physical meetings are scheduled at the statutory authority's offices, limiting the in-person interactions in the office space. Written letters are still used as a means of transferring documents that are too heavy to be attached to emails. Telephones provide a means of easy communication, especially where established relationships exist, to provide clarification on issues that emails and letters do not sufficiently communicate. This has proven very effective as it shows a sense of urgency on our part to resolve inquiries.

S/N	Stakeholder Group	Names of Stakeholders	Format/ Mode of Engagement	Basis of Identification	Key Stakeholder concerns/ issues raised	Resolution Strategies
1	Regulatory	Federal Inland Revenue Service (FIRS)  Lagos State Internal Revenue Service (LIRS)  FCT Internal Revenue Service (FCTIRS)  Rivers State Internal Revenue Service (RIRS)	e-mails, letters, telephone, and physical meetings.  e-mails, letters, telephone, and physical meetings.  e-mails and letters  e-mails and letters	Regulatory compliance: such as the Federal Inland Revenue Service (Establishment) Act (FIRSA), Lagos State Revenue Administration Law, Federal Capital Territory Internal Revenue Service Act (FCT IRSA)	Debt management	Reconciliation and payment
2	Consultants	Professional services; internal contractors (contract staff)  Vendors: ICT, Transportation, Facility Management	e-mails, letters, telephone, and virtual meetings  Telephone and e-mail	Robust procurement process	Transaction taxes	Review and reconciliation
3	Intermediaries	Bankers, PFAs, PFCs	Telephone and e-mail	Legislation; product offering	Erroneous data	Engagement
4	Internal (Employees)	Employees and Directors	e-mails, virtual learning sessions and telephone		Arbitrary demand notices from tax authorities	Responses to assessment notices; Supporting document verification
5	Internal (User Depts)	IT, HCM, and Financial Reporting departments	Telephone and e-mail		Internal ERP tools errors	Engage the IT function to restructure the finance reports for clarity and accuracy.

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## Decent Work, Economic Growth And Reduced Inequalities

### TAX

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#### Goals for 2024

For 2024, the tax team has set objectives centered around tax efficacy, effective tax strategy management, optimization of its renewable energy and sustainable transport businesses.

The tax unit aims to champion compliance through the filling of timely returns, optimization of tax portfolio, maximization of opportunities created under the Finance Acts and other legislations, whilst managing tax audits to prevent undue exposures to penalties and interest.



Strategic tax management is key to powering our renewable energy and transport goals – aligning fiscal efficiency with sustainable progress.

***We are Africa, We Are Oando***











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# Quality Education

## Oando Foundation


















## WHO WE ARE

The Oando Foundation ('OF' or 'the Foundation') stands as a beacon of hope and progress, dedicated to transforming the landscape of basic education and sustainable development across Nigeria. Established in 2011 as an independent charity by Oando PLC, Nigeria's leading indigenous energy solutions provider, the Foundation has consistently demonstrated a deep commitment to social development by enhancing learning outcomes and creating opportunities for children to thrive and contribute meaningfully to society.

A nation's progress is intricately linked to the quality of its education system, and every child possesses inherent potential that can flourish with appropriate support and nurturing. Rooted in our belief that the future of the nation and Africa hinges on investments in human capital, it is evident that children embody the future, and basic education in Nigeria requires support and intervention from the private sector, as the government alone cannot fill the gap in providing quality education at all levels. Oando PLC, through the Foundation's Adopt-A-School Initiative (AASI) and other education initiatives spanning over a decade, has increased learning opportunities for children across 113 public primary schools (88 adopted and 25 supported) in underserved communities in Nigeria; thus, empowering the future workforce with relevant skills for lifelong learning and better economic opportunities long term.

## OUR IMPACT

				Environment		
Education						
 ~\$ <b>14</b> Million Investment	 1,159 scholarships awarded to vulnerable children	 Infrastructure rehabilitation across <b>54 schools</b> & <b>39</b> <b>solar power</b> centers established	 11 early childhood care centres established benefitting <b>2,673</b> children.	 <b>14,065kg+</b> of plastic waste collected across target communities.	 <b>6</b> community cleanup and sensitization campaigns executed across target communities.	 Instituted community-level waste collection protocol across <b>24</b> schools and recruited volunteers.
 <b>1</b> Million + Lives Impacted	 Teaching and learning materials supplied to schools benefitting <b>96,676</b> pupils	 <b>2,832</b> teacher and <b>210</b> school support officers trained in content, pedagogy, and quality assurance.	 Sick-bays refurbished and equipped in <b>3</b> schools	 <b>26,000+</b> beneficiaries reached across 10 communities.	 Set up of Environmental Clubs across <b>24</b> schools	 Strengthened the capacity of <b>258</b> Stakeholders on environmental education and upcycling.
 over <b>100</b> Communities						

## Vision

A Nigerian nation where sustainable innovation is powered by an educated and climate-aware youth population.

## Mission

To foster innovative learning for better life opportunities for children and youth through equitable quality and climate-sensitive education.

Oando PLC currently funds the Foundation's operational and part programme costs. The Foundation has also established strategic partnerships with the government, donor organizations, the private sector, and civil society to augment funding gaps and actualize its goals and objectives. A Board of Trustees provides oversight functions to the Foundation, and the Head of Foundation oversees daily operations.

### LEARNOVATE Programme – Innovative Skills Development

Currently, Nigeria's education sector faces a severe learning crisis, particularly affecting children in rural areas, public schools, and low-income households. United Nations International Children's Emergency Funds (UNICEF) reports that approximately 70% of Nigerian children are experiencing learning poverty, defined as the inability of a 10-year-old to read or comprehend a simple sentence or solve basic numeracy problem.

Climate change poses one of the most significant challenges of our time, with far reaching impact on the environment, society and the economy. As the global community grapples with the urgent need to mitigate and adapt to climate change, the role of environmental education in schools has become increasingly critical.

The Foundation's LEARNOVATE programme places emphasis on improving the quality of foundational learning across supported schools, to address more holistically the learning crisis, nurture essential skills crucial for ecosystem preservation, and ensure sustained access to quality education for children. The primary objective is to foster innovative learning methods that enable children to attain proficiency in foundational literacy and numeracy; STEAM (Science, Technology, Engineering, Arts and Mathematics); and green skills for early learners and youths. We continue to advocate for increased private sector investment in the education sector and strive to raise awareness and promote the adoption of sustainable practices within our schools and their communities.

### Contributing to the United Nations Sustainable Development Goals (SDGs)

In September 2015, the United Nations adopted the 2030 agenda for sustainable development with 17 SDGs at its core. Serving as a blueprint for global peace and prosperity, it acknowledges amongst others, that any effort made towards ending poverty must include strategies which improve education, reduce inequality, protect the planet and spur innovation through collaboration.

Our thematic focus is drawn from the United Nations Sustainable Development Goals, its targets and indicators, and aligns with Oando's business sustainability strategies. We apply the SDGs as a framework for identifying areas of interventions and measuring our progress on the goals particularly SDG 4- Quality Education.





2024 Targets

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Our renewed focus on foundational literacy, environmental education, and policy advocacy comes at a pivotal time for Africa’s future.

We are Africa, We Are Oando

At the 36th Ordinary Session held in February 2023, the Assembly of Heads of State and Government of the African Union (AU) designated 2024 as the “Year of Education”, urging governments to expedite progress towards achieving Sustainable Development Goals 4 (SDG 4). UNICEF has called upon governments and education stakeholders worldwide to endorse the commitment to action on foundational learning, ensuring that all children, particularly the most marginalised, acquire foundational skills to realize their full potential and participate in society. As a Foundation, our renewed strategic focus on foundational literacy and numeracy, climate action through environmental education, and advocacy for policy action, could not have come at a more crucial time. We are leveraging the lessons and impact of our Adopt-A-School Initiative to accelerate learning quality and eco-consciousness among our beneficiaries. Scaling high impact solutions through effective multi-sectoral partnerships across board will help us deliver desired results faster and more sustainably. Our programmatic focus for 2024 include:

PROGRAMME COMPONENT	TARGETS
LEARNING	<p>Pilot Foundational Literacy and Numeracy Initiative in 26 primary schools and 1 College of Education across 6 states</p> <p>Provide 10,000 beneficiaries with improved access to Foundational Literacy and Numeracy through the Foundation’s initiatives</p> <p>Grant scholarships to pupils from the Foundation’s adopted schools to aid completion of secondary and tertiary institutions</p> <p>Enroll 5,000 out of school children in schools across Nigeria</p>
PLANET	<p><b>Environmental Education:</b> Build the capacity of 200 Teachers (Master Trainers and Peer Educators) to deploy the standardized environmental education syllabus across 800 schools in partnership with Lagos State Universal Basic Education Board (LASUBEB).</p> <p><b>Green Skills:</b> Award two grants to innovative climate smart initiatives that promote green skills and innovation among youths and students.</p>
ADVOCACY	<p>Increase the membership of Private Sector Education Coordination Mechanism to improve funding and delivery of Basic Education.</p>

**How we Monitor, Measure and Report our Impact**  
Monitoring and evaluation of all programme components are integral to the Foundation’s implementation approach, to improve efficiency and effectiveness of deployment, and ensure that resources are adequately utilized for maximum impact. Our theory of change logic reflects a high-level representation of our intended outcomes and outputs, and specific programmes are developed to deliver the impact we seek.

## 2024 Targets

### Stakeholder Engagement

Our stakeholder engagement strategy is comprehensive and designed to cultivate meaningful relationships with diverse stakeholders to maximize impact and ensure alignment on set objectives. At Oando Foundation, we place a high value on sustainability in our engagement with stakeholders. By considering the needs and aspirations of stakeholders, we build a solid foundation for creating shared value and ensuring sustainability of our interventions.

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Frequency	Key Stakeholder concerns /issues raised	Resolution Strategy
Universal Basic Education Commission (UBEC)	Education Sector Mapping	Letters / emails Meetings	On-going	Impact of organized private sector interventions not sufficient to address scale of deficiencies affecting quality education delivery at national level.	We are championing organized private sector engagement with government through the Private Sector Advisory Group (PSAG) for approval of an innovative education financing model (RBEN) to increase private sector investment in the education sector.
State Universal Basic Education Board.	Education Sector mapping. States Education Index Report	Letters / emails Meetings Periodic project updates	Ongoing Quarterly	Skill gaps among teachers in environmental education and foundational literacy and numeracy delivery in schools.	We have developed an environmental education syllabus and lesson plans to support standardization of climate action lessons in schools. We have also deployed a train-the-trainer approach in target schools to ensure teachers and education managers are well equipped to deliver lessons and replicate across non-target schools.  A fundamental aspect of our LEARNOVATE Foundational Literacy and Numeracy (FLN) programme is the pre-service capacity strengthening component to build a resource pool of skilled teachers for continuous supply to schools, whilst equipping in-service teachers with pedagogical skills and content knowledge for better outcomes.
Community Members.	Community mapping  Based on State SBMC policy.	Focus Group Discussions  Meetings	Quarterly  Ongoing	Capacity gaps to monitor and advocate effectively.  Timely pickup of recyclable waste from communities under Clean Our World Project	The Foundation has a continuous training and mentoring plan for community stakeholders, to support efforts in the achievement of school development plans.  Waste collection protocol strengthened at community level with designated collection points, metal bins, and community volunteers to coordinate the process.



## 2024 Targets

### Vulnerable Groups Identified

The Oando Foundation continues to focus on the most underserved populations in accordance with our goal to provide inclusive and equitable access to high-quality basic education in the communities we serve. They include:

**Out of School Children:** Approximately 20 million children in Nigeria are out of school, with factors like poverty, insecurity, gender norms, and a shortage of qualified teachers amongst others contributing to the issue. UNICEF had in 2022 reported that insecurity caused the closure of over 11,500 schools in Nigeria since December 2020. Our LEARNOVATE programme focuses on the provision of safe learning environments for children through collaboration with the government.

**Girl Child:** In recent years, Nigeria has made notable strides in enhancing educational access and learning prospects for children, particularly girls. Despite this progress, gender gaps remain, notably in northern Nigeria, where girls face challenges like early marriage, child labor, and cultural norms deprioritizing girls' education. These factors contribute to lower enrollment and increased dropout rates for girls. Our commitment to addressing the needs of the girl child remains a central focus in all our programme initiatives.

**Children Affected by Crisis:** Insecurity has significantly impacted education in Nigeria, leading to school closures, disruption of academic activities and displacement of students and teachers, creating a challenging learning environment. Consequently, there has been a significant decline in school enrolment, retention, and completion rates, with precautionary school closures affecting the academic calendar.

**Special Needs:** We prioritize equity, inclusion, and well-being in our interventions, particularly focusing on addressing the cognitive needs of children with mild disabilities and exceptionalities. Teachers are empowered with the necessary classroom management skills to support children with special needs, such as those with poor vision and hearing impairments. We are collaborating with state authorities to upgrade school infrastructure for easy navigation of physically challenged children, creating a safe and conducive environment to enhance their learning experiences.

## Limitations

**Political Transition:** Changes in government following the general elections in Nigeria significantly impact programmes. The operating environment is affected by these transitions, which often leads to shifts in policies, funding priorities, and regulations. The new administration across the different levels of government may have different agenda which could lead to alterations to existing programmes. We continue to adapt our strategies and build relationships with critical stakeholders to navigate potential disruptions and ensure continuity and effectiveness of our programmes amidst the political changes.

**Operations:** In recent times, Nigeria has experienced an unprecedented rise in insecurity, including events such as insurgency by non-state actors, banditry, and communal clashes, among others. Kidnappings for ransom have particularly affected road travel to remote rural areas, impacting our ability to interact physically with some project beneficiaries and other stakeholders. Despite these challenges, we are maintaining our community-level monitoring and support by leveraging our existing relationships with regional partners in situations where physical engagement is considered unsafe.





## Highlights of 2023

### Educating for a Greener Future: Expanding the Clean Our World (COW) Project to 24 Schools

The Oando Foundation in partnership with Sumitomo Chemical successfully completed the third phase of the Clean Our World (COW) project in Lagos State. This initiative targeted 24 public primary schools and 10 communities, focusing on promoting environmental education and sustainable practices.

An extensive master training workshop was organized for 86 teachers and education managers in the state. They were equipped with essential skills to deliver environmental education effectively, becoming a resource pool for step-down training at the school level. The workshop emphasized the use of 'edutainment' as a teaching approach by incorporating the Climate Action Superheroes concept to enhance engagement and retention.

This phase of the COW project included the deployment of an 8-module environmental education syllabus, practical sessions in waste management and gardening, and the establishment of environmental clubs in schools. To standardize climate action lessons, the Foundation collaborated with the Lagos State Universal Basic Education Board (LASUBEB) and technical consultant - GreenHub Africa Foundation to develop the Climate Action Environmental Education Syllabus and Lesson Plan. This established a sustainable and structured framework for incorporating environmental education into the fabric of public primary schools across the country.

Environmental clubs were established in participating schools and students recruited as environmental champions. These clubs focused on environmental awareness and responsible action in a fun and interactive manner, complementing the in-class structured lesson delivery.



### Key Achievements

26,000+

Directly reached 26,000+ beneficiaries with knowledge of sustainable environmental practices, proper waste management approaches and upcycling.

500

Provided over 500 relevant teaching and learning materials in target schools and communities to support knowledge transfer.

258

Strengthened capacity of 258 teachers, community members, and Local Government Education Authority (LGEA) officials in environmental education, upcycling, gardening, and composting.

+1,978kg

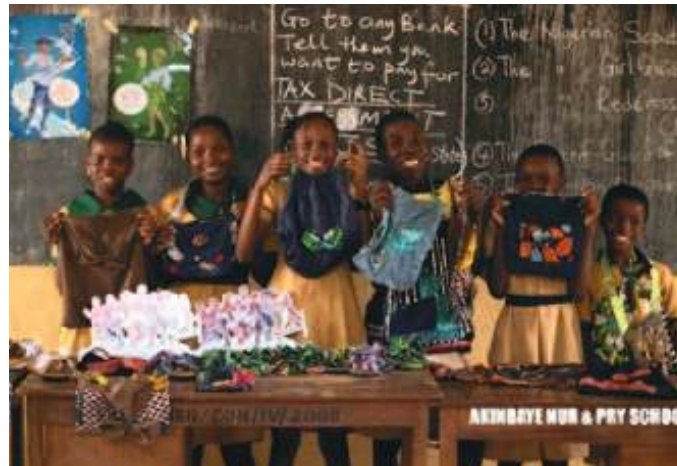
+1,978kg of recyclable plastic waste collected across target communities.

24

Established and supported Environmental Clubs in 24 schools.

Clean-up and sensitization campaign executed in Anibaba Community, Kosofe Local Government Area, encouraging environmentally responsible behaviors among residents.

## Highlights of 2023



### Oando Scholars' Programme

Approximately 35% of Nigerian primary school students do not proceed to secondary education (UNICEF 2022). The Oando Foundation Scholars Programme not only addresses this problem but also equips children with the necessary knowledge, skills, and character to seize future economic opportunities.

Through our scholarship programme, we have provided opportunity for 1,153 awardees to move beyond basic education by supporting the transition and retention of intellectually gifted pupils from our adopted schools into secondary (and in some cases) tertiary education. In 2023, 40 scholars at different levels of their education benefitted from the programme.

“

Thank you so much Oando Foundation for allowing God use you to be of great help in my life. I am a graduate today because of the vision and the love the Foundation has for young people in my community.

**Asuquo Unwana (Cross River State).**



## Highlights of 2023

### Ebola Education Support Fund

The Ebola Education Support Fund was launched in the wake of the deadly Ebola Virus Disease (EVD) to support the education of Nigerian children who have lost one or both parents to the virus and require financial assistance to stay in school until they graduate from university. So far, 6 recipients have benefitted from the initiative, 3 of whom have successfully completed tertiary education and are gainfully employed. In 2023, we will continue supporting the 3 remaining beneficiaries from the education fund set up for their tuition and related expenses.

### Scaling Foundational Learning Opportunities

Oando Foundation, in partnership with the US Agency For International Development's Leveraging Education Assistance Resources in Nigeria To Read (USAID-LEARN To Read) and the Foreign, Commonwealth and Development Office's Partnership for Learning for All Nigerian Education (FCDO PLANE) is leading a transformative initiative to enhance early grade learning and delivery across six pilot states: Adamawa, Bauchi, Ebonyi, Gombe, Niger, and Sokoto. The LEARNOVATE Foundational Literacy and Numeracy Programme focuses on training pre-service teachers using the updated national minimum standards to effectively deliver foundational skills. It also provides direct support to education managers, in-service teachers, and learners in 26 adopted schools to improve foundational learning outcomes (literacy and numeracy) using mother-tongue-based early grade teaching, learning and assessment materials. To ensure seamless implementation, the Foundation is collaborating with key stakeholders, including respective State Universal Basic Education Boards (SUBEBs) and Colleges of Education (CoEs) in target states; and the National Commission for Colleges of Education (NCCE). The pilot phase of the programme targets over 18,000 learners in 26 primary schools, with plans to scale the programme across over 200 schools nationwide.

### Employee Volunteer Programme (EVP)

The Oando Foundation recognizes the power of volunteerism as a significant force for creating social impact globally. To mark the 2023 United Nations International Volunteer Day, we organized a volunteer initiative led by Oando employees at one of our adopted schools, Archbishop Taylor Memorial Nursery and Primary School in Lagos State. Through our Employee Volunteer Programme, we offer the opportunity for employees to volunteer their skills and resources to make a lasting impact on the lives of children within our communities. This event provided an occasion for the 'Humans of Oando' to interact with and inspire the students, creating an engaging learning environment through artistic expressions such as painting and arts and crafts sessions. In addition to the practical activities, general renovation was carried out to ensure a more conducive learning environment for the children. This included upgrade of two Early Childhood Care and Development (ECCD) classrooms with age-appropriate furniture and learning materials, as well as refurbishment of the digital learning center with a new solar inverter, projector and computers.

Between 2013 and 2018, the Foundation extensively renovated the school, established a fully equipped solar-powered digital learning center, trained 36 teachers and SBMC members in effective classroom and school management, donated teaching and learning materials, and provided age-appropriate furniture and sanitation facilities.





## Highlights of 2023

### A Hand and A Smile – The Aggregator Platform (TAP)

The Aggregator platform (TAP) represents a special initiative led by Oando employees. Launched in April 2020, TAP is focused on supporting the realization of SDG 2: Zero Hunger, by cushioning the impact of the looming food insecurity in Nigeria through distribution of relief food supplies to the most vulnerable households, starting from Lagos state.

The Foundation provides technical support for this initiative, including partner selection, beneficiary verification, community engagement, monitoring, and evaluation etc. In 2023, TAP expanded its outreach to three communities in Lagos State, reaching 350 households in Isheri-Berger; 400 households in Igbo-Efon; and 350 households in Okobaba Home of Destitute, Ebute-meta.



### Teach for Nigeria Incubation Hub Program in Partnership with Oando Foundation

The Foundation supported the implementation of Teach for Nigeria's Incubation Hub Program. Teach for Nigeria is focused on developing a movement of leaders across the nation who are committed to ending educational inequity. They recruit Nigeria's most promising future leaders from varied disciplines to teach in under-served schools in low-income communities through a rigorous two-year fellowship.

The Incubation Hub Program is a 3-month intensive enterprise development training to bolster social impact projects founded by Teach for Nigeria alumni. It focuses on startups in Edtech, educational workforce development, climate change and environment, foundational education and others, supporting them with the funds, tools and infrastructure to grow optimally and contribute significantly towards educational advancement in Nigeria.

Twenty participants received hands-on training in building and sustaining their social innovations, while also gaining access to mentorship and networking opportunities with industry experts. The Oando Foundation granted seed funding to two innovators to scale their Edtech and Climate Action solutions following a keenly contested Pitch-a-thon. We believe the impact of this initiative extends well beyond the contest, setting the stage for transformative solutions to tackle pressing societal issues.



## Highlights of 2023

### ADVOCACY

We consistently strive to raise awareness about the critical challenges confronting the environment and education sector. As part of efforts to engage on these issues and enlist multi-stakeholder support, we partnered with the Federal Ministry of Environment, the United Nations Information Center (UNIC) and GreenHub Africa Foundation to commemorate the 2023 World Environment Day themed “Solutions to Plastic Pollution.” Using evidence from our Clean Our World Project, we emphasized the critical role that education plays in attaining global environmental sustainability and effective plastic management.

We co-sponsored the 2023 Africa Social Impact Summit (ASIS) organized by Sterling One Foundation and the United Nations Global Compact (UNGC) themed “Global Vision, Local Action – Repositioning the African Development Ecosystem for Sustainable Outcomes”, the event gave the Foundation a platform to discuss the role of education in promoting climate adaptation nationwide and what we have done towards achieving environmental sustainability.

In addition, we engaged targeted speaking and sponsorship opportunities for increased advocacy, in line with our strategic objectives. These include:

- Universal Basic Education Commission (UBEC) stakeholder forum on Promoting Partnership with the Organized Private Sector and other Stakeholders in the Implementation of the Universal Basic Education (UBE) Programme.
- 78th session of the United Nations General Assembly (UNGA) where insights and perspectives were shared on major challenges impacting the attainment of the SDGs at a time of

unprecedented setbacks on global progress and escalating humanitarian needs, and the way forward.

- Basic Education in Nigeria Bootcamp (BEN-B) Summit with the theme “Improving Access to Inclusive Quality Education for All Children in Nigeria towards achieving SDG 4”, hosted by the Federal Ministry of Education in partnership with the US Agency International Development (USAID), Oando Foundation, Partnership for Learning for All in Nigeria Education (PLANE), the British Council and the United Nations Children's Emergency Fund (UNICEF).
- 11th edition of the World Innovation Summit for Education (WISE) with a focus on “Creative Fluency: Human Flourishing in the age of AI”. Critical issues reshaping our education landscape were discussed, including the importance of computational literacy, new AI-integrated pedagogical approaches that enhance the creative potential of students and teachers, equity and embedded values in the design, dissemination, and implementation of emerging technologies for education around the world.
- USAID-SCALE National Organizational Development Summit where the Foundation facilitated a session on “Strengthening collaboration between Private Sector and Civil Society Organizations.” The aim was to enhance engagement by identifying drivers and barriers to effective collaboration.
- The Foundation contributed to the design of a framework of action to tackle foundational learning crisis in Nigeria at the UNICEF National Conference on the Learning Crisis in Nigeria: The Case for Accelerating Foundational Learning.

## World Environment Day



## Africa Social Impact Summit





## Highlights of 2023

### United Nations General Assembly



### World Innovation Summit for Education



### BEN-B Summit



## Strengthening Connections

Over the years, we have cultivated partnerships with key government stakeholders and forged connections to promote dialogue, exchange knowledge, and leverage resources in the areas of mutual interest.

We held strategic engagements with various government stakeholders, including the Honorable Minister of Education, Professor Tahir Mamman; and the Plateau State Universal Basic Education Board.





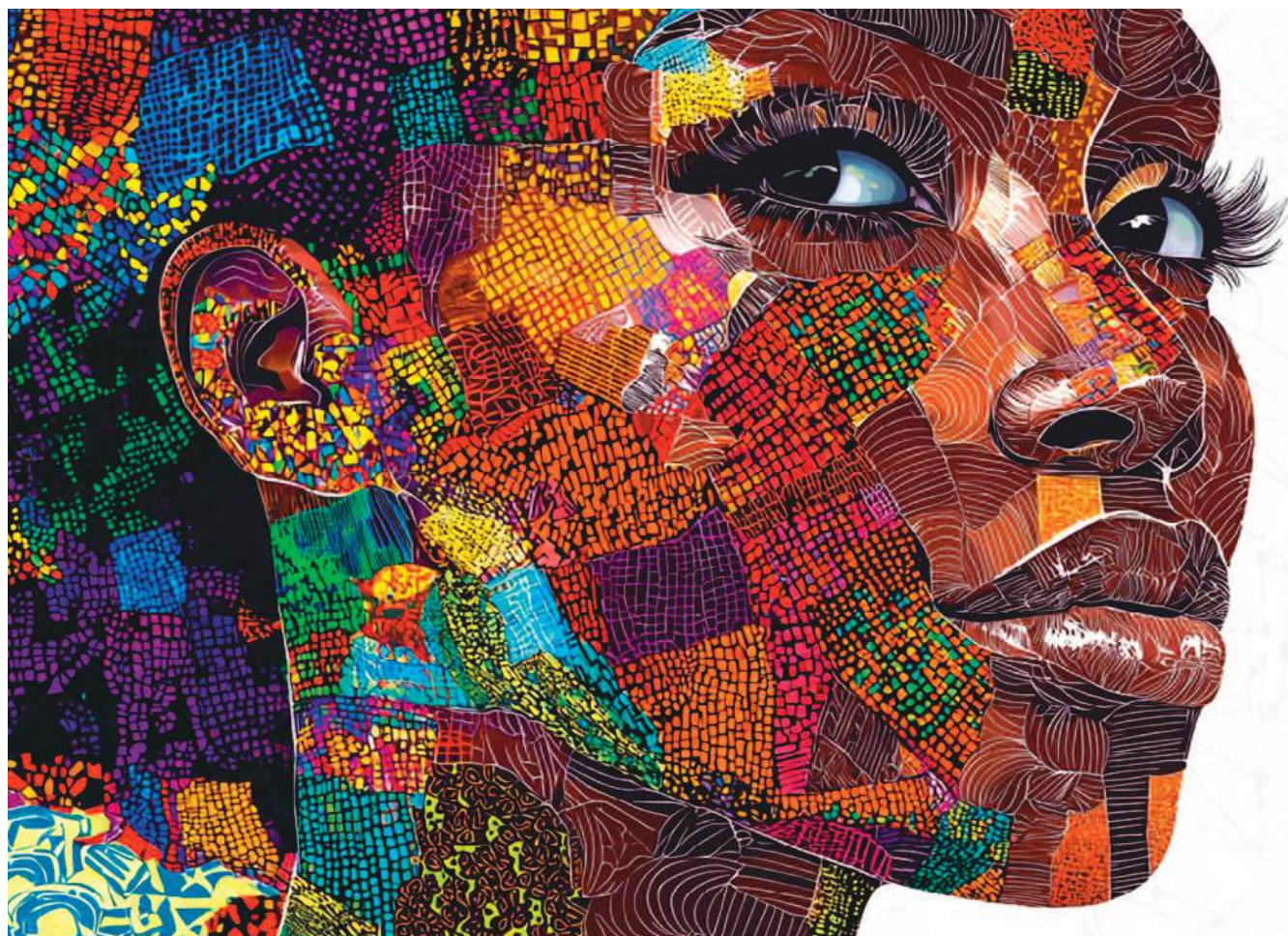
## Highlights of 2023

### Voices United for Change

The Private Sector Advisory Group (PSAG) Nigeria acts as a bridge between the private sector and the government to advance policies and scale collaborative efforts on the Sustainable Development Goals (SDGs) to make positive impact in Nigeria.

As the PSAG Education Cluster Lead, the Foundation facilitated engagement with Commissioners of Education from the 36 states at a convening by the Nigeria Governors Forum (NGF), to garner support for a proposed innovative financing model aimed at accelerating private sector investments in education delivery across the country.

We also harnessed the collective expertise of cluster members to enrich the Education Transition Committee Report to guide the education priorities of the new administration. Furthermore, the group collaborated to develop the National Roadmap for the Education Sector (2024 – 2027) with the goal of transforming Nigeria's education landscape to better support national reform efforts and the development goals of the current administration.









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# Gri Content Index



# GRI Content Index

Oando PLC has reported in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>GRI 1: Foundation 2021</b> (Formerly GRI 101: Foundation: 2016)					
<b>GRI 2: General Disclosures 2021</b> (Formerly GRI 102)	Disclosure 2-1-a Name of the organization	Pages 1 and 2			
	Disclosure 2-1-b Ownership and Legal Form	Pages 8, 9, 33 and 34; Oando 2023 Annual Report & Accounts, pages 6 and 7			
	Disclosure 2-1-c Location of headquarters	Pages 10 and 11; Oando 2023 Annual Reports & Accounts- pages 14 and 15			
	Disclosure 2-1-d Location/Countries of operations	Pages 10 and 11; Oando 2023 Annual Reports & Accounts-pages 14 and 15			
	Disclosure 2-2-a list all its entities included in its sustainability reporting;	Page 100			
	Disclosure 2-2-b the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting;	Page 100			
	Disclosure 2-3-a Reporting period	Page 4			
	Disclosure 2-3-b Reporting period for financial reporting	Oando 2023 Annual Report & Accounts page 1			
	Disclosure 2-3-c Publication date	Page 4			
	Disclosure 2-3-d Contact point for questions regarding the report	Page 138			
	Disclosure 2-4- Restatements of Information	None			
	Disclosure 2-6-a Sector	Pages 8, 9, 10 and 11			
	Disclosure 2-6-b-i activities, products, services, and markets served.	Pages 8 ,9, 10 and 11; Oando 2023 Annual report & Accounts-pages 6, 7, 14 and 15			
	Disclosure 2-6-b-ii Supply Chain	Pages 50-55			
	Disclosure 2-6-c Relevant Business relationship	Oando 2023 Annual Report &Accounts page 16			
	Disclosure 2-7 Information on employees	Pages 42-44			
	Disclosure 2-8 Workers who are not employees.	Page 42			
	Disclosure 2-9 Governance Structure and Composition	Pages 35 and 36, Oando 2023 Annual Report & Accounts- pages 46 to 50			
	Disclosure 2-10 Nominating and selecting the highest governance body.	Oando 2023 Annual Report & Accounts page 51			
	Disclosure 2-11 Chair of the highest governance body	Page 12, Oando 2023 Annual Reports & Accounts-page 47			
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts.	Pages 35 and 36			
	Disclosure 2-13 Delegation of responsibility for managing impact.	Page 35			

# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirement s omitted	Reason	Explanation
<b>GRI 2: General Disclosures 2021</b>  <b>(Formerly GRI 102)</b>	Disclosure 2-14- Role of the highest governance body in sustainability reporting	Pages 35 and 36			
	Disclosure 2-15-Conflict of Interest	Oando 2023 Annual Report & Accounts-Pages 176-178			
	Disclosure 2-16- Disclosure of critical concerns	Pages 38, Oando 2023 Annual Report & Accounts-Pages 57, 58, 202, 203 and 204			
	Disclosure 2-17 Collective knowledge of the highest governance body	Oando 2023 Annual Report & Accounts, pages 47 to 50			
	Disclosure 2-18 Evaluation of the performance of the highest governance body	Oando 2023 Annual Report & Accounts-page 59			
	Disclosure 2-19 Remuneration policies	Page 36, Oando 2023 Annual Report & Accounts, page 60			
	Disclosure 2-20 Process for determining remuneration.	Oando 2023 Annual Report & Accounts-page 60			
	Disclosure 2-21 Annual Total Compensation ratio	Page 45			
	Disclosure 2-22 Statement on Sustainable Development Strategy	Pages 17 to 19; Oando 2023 Annual Report & Accounts-page 56			
	Disclosure 2-23 Policy Commitments	Pages 36 and 37			
	Disclosure 2-24-Embedding Policy commitments.	Pages 36 and 37; Oando 2023 Annual Reports & Accounts-page 57			
	Disclosure 2-25 Processes to remediate negative impact.	Pages 27, 32, 39, 46, 53, 69, 73 ,85, 101, 108 and 115; Oando 2023 Annual Report-pages 57 and 58			
	Disclosure 2-26 Mechanisms for seeking advice and raising concerns.	Page 36 and 37; Oando 2023 Annual Reports & Accounts- pages 57			
	Disclosure 2-27 Compliance with Laws and regulations	Oando 2023 Annual Reports & Accounts-Page 60			
	Disclosure 2-28 Membership of associations	Page 35, Oando 2023 Annual Reports & Accounts-page 57			
	Disclosure 2-29 Approach to Stakeholder Engagements	Pages 27, 32, 39, 46, 53, 69, 73, 85, 101, 108 and 115			
	Disclosure 2-30 Collective bargaining agreements	Page 45			

# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>GRI 3: Material Topics</b>  (Formerly GRI 103 - Management Approach)	Disclosure 3-1 Process to determine material topics.	Pages 18 and 19 Oando 2023 Annual Report & Accounts- page 56			
	Disclosure 3-2 List of material topics	Pages: 12, 13, 15, 30, 31, 32, 42, 44, 45, 50, 51, 58, 59, 64, 68, 69, 80, 86, 87, 113, 114, 120, 121			
	Disclosure 3-3 management of material topics	Pages: 12, 13, 15, 30, 31, 32, 42, 44, 45, 50, 51, 58, 59, 64, 68, 69, 80, 86, 87, 113, 114, 120, 121			
<b>Topic 11.1 - GHG Emissions</b>  GRI 302: Energy	Management of the material topic	Page 51			
	Disclosure 302-1				
	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used.	Page 51			
	b. Total fuel consumption within the organization which comes from renewable sources, in joules or multiples, and including fuel types used.	Page 51			
	c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption.	Page 51			
	d. In joules, watt-hours or multiples, the total electricity sold.	Page 51			
<b>GRI 305: Emissions</b>	Disclosure 305-1 a. Gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent. b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO2 emissions in metric tons of CO c. 2 equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.		Disclosure 305-1	Information unavailable/in complete	This is a material topic for the company, and the company has put in place measures to be able to disclose and report adequately on its Scope 2 GHG emissions by 2025.
	Disclosure 305-2 a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent. b. if applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent. c. if available, the gases included in the calculation; whether CO, CH, N O, HFCs, PFCs,SF , NF , or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.		Disclosure 305-2	Information unavailable/in complete	This is a material topic for the company, and the company has put in place measures to be able to disclose and report adequately on its Scope 2 GHG emissions by year 2025.



# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
GRI 305: Emissions	<ul style="list-style-type: none"> <li>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>				
	<p>Disclosure 305-3</p> <ul style="list-style-type: none"> <li>a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent.</li> <li>b. if available, the gases included in the calculation; whether CO, CH, NO, HFCs, PFCs, SF, NF, or all.</li> <li>c. Biogenic CO2 emissions in metric tons of CO2 equivalent.</li> <li>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. <ul style="list-style-type: none"> <li>iv. the rationale for choosing it;</li> <li>v. emissions in the base year;</li> <li>vi. the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ul> </li> <li>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>		Disclosure 305-3	Information unavailable/in complete	This is a material topic for the company and the company has put in place measures to be able to disclose and report adequately on its Scope 3 GHG emissions by year 2025.
	<p>Disclosure 305-4</p> <ul style="list-style-type: none"> <li>a. GHG emissions intensity ratio for the organization.</li> <li>b. Organization-specific metric (the denominator) chosen to calculate the ratio.</li> <li>c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</li> <li>d. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.</li> </ul>		Disclosure 305-4	Information unavailable/in complete	This is a material topic for the company, and the company has put in place measures to be able to disclose and report adequately on its GHG emissions by year 2025.
	<p>Disclosure 305-5</p> <ul style="list-style-type: none"> <li>a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO2 equivalent.</li> <li>b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.</li> <li>c. Base year or baseline, including the rationale for choosing it.</li> <li>d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).</li> <li>e. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>		Disclosure 305-5	Information unavailable/in complete	This is a material topic for the company and the company has put in place measures to be able to disclose and report adequately on its Scope 3 GHG emissions by year 2025.
	<p>Disclosure 305-6</p> <ul style="list-style-type: none"> <li>a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent.</li> <li>b. Substances included in the calculation.</li> <li>c. Source of the emission factors used.</li> <li>d. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>		Disclosure 305-6	Information unavailable/in complete	This is a material topic for the company, and the company has put in place measures to be able to disclose and report adequately on production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) by year 2025.

# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>Topic 11.2 - Climate adaptation, resilience, and transition</b>  <b>GRI 201: Economic Performance</b>	Management of material topic	Page 102			
	Disclosure 201-1 a. Direct economic value generated and distributed (EVG&D) on an accrual's basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. Direct economic value generated: revenues. ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	Page 102  Page 102 Page 102 Page 102 Page 102			
	Disclosure 201-3 a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities. b. If a separate fund exists to pay the plan's pension liabilities: i. The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. The basis on which that estimate has been arrived at; iii. When the estimate was made. c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Percentage of salary contributed by employee or employer. e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact.	Pages 44 and 45  Pages 44 and 45 Pages 44 and 45 Page 44 Page 44 Pages 44 and 45  Pages 44 and 45 Pages 44 and 45			
	Disclosure 201-4 a. Total monetary value of financial assistance received by the organisation from any government during the reporting period, including: i. tax relief and tax credits; ii. subsidies; iii. investment grants, research and development grants, and other relevant types of grant; iv. award; v. royalty holidays; vi. financial assistance from Export Credit Agencies (ECAs); vii. financial incentives; viii. other financial benefits received or receivable from any government for any operation. b. The information in 201-4-a by country c. Whether, and the extent to which, any government is present in the shareholding structure.	Page 102  Page 94 Page 94  Page 102 Page 33			

# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>Topic 11.4 - Biodiversity</b>  <b>GRI 304: Biodiversity</b>	Management of the material topic	Page 86			
	Disclosures 304-1 a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information: i. Geographic location; ii. Subsurface and underground land that may be owned, leased, or managed by the organization; iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas; iv. Type of operation (office, manufacturing or production, or extractive); v. Size of operational site in km2 (or another unit, if appropriate); vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem); vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).	page 86 Page 86 Page 86  This is in view.  This is in view.  This is in view.  This is in view.			
	Disclosure 304-2 a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following: i. Construction or use of manufacturing plants, mines, and transport infrastructure; ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources); iii. Introduction of invasive species, pests, and pathogens; iv. Reduction of species; v. Habitat conversion; Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level).		Disclosure 304-2	Information unavailable/incomplete	This is a material topic for the company and the company has put in place measures to be able to disclose on the nature of significant direct and indirect impacts on biodiversity and report adequately by year 2025.
	Disclosure 304-3 a. Size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals. b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measure. c. Status of each area based on its condition at the close of the reporting period. d. Standards, methodologies, and assumptions used.	Pages 86 to 89  Pages 86 to 89  Pages 86 to 89  Pages 86 to 89			



# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>Topic 11.5 - Waste</b>	Management of the material topic	Pages 86 to 89			
	Disclosure 306-1 a. Description of the inputs, activities, and outputs that lead or could lead to actual or potential impacts; whether these impacts relate to waste generated in the organization's own activities or to waste generated upstream or downstream in its value chain.	Pages 86 to 89			
	Disclosure 306-2 a. Actions, including circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated. b. The processes used to collect and monitor waste-related data.	Pages 86 to 89  Pages 87 and 89			
	Disclosure 306-3 a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste. b. Contextual information which is necessary to understand the data and how the data has been compiled.	Pages 88 and 89  Pages 87			
	Disclosure 306-4 a. Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: Preparation for reuse; Recycling and other recovery operations. c. Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: Preparation for reuse; Recycling and other recovery operations. d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal onsite and offsite. e. Contextual information which is necessary to understand the data and how the data has been compiled.	Pages 87 to 89  Pages 87 to 89  Pages 87 to 89  Pages 87 to 89  Pages 87			
<b>Topic 11.6 - Water and Effluent</b>	Management of the material topic  Disclosure 303-1 a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g., impacts caused by runoff). b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used.  Disclosure 303-3 a. Total water withdrawal from all areas in megaliters b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable		Disclosure 303-1 & Disclosure 303-3	Information unavailable/incomplete	This is a material topic for the company and the company has put in place measures to be able to disclose how it interacts and manages water and effluence.

# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>Topic 11.7- Closure and Rehabilitation</b>  <b>GRI 402: Labour/ Management Relations</b>   <b>GRI 404: Training and Education</b>	Management of the material topic	Page 45			
	Disclosure 402-1 a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	Page 45  Pages 35 and 45			
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs.	Page 45			
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews.	Page 45			
<b>Topic 11.8 - Asset integrity and critical incident management</b>  <b>Gri 306: Effluents and Waste</b>	Management of material topic	Pages 87 to 89			
	Disclosure 306-2 Water waste by type and disposal method	Pages 87 to 89			
	Disclosure 306-4 Transport of hazardous waste	Pages 87 to 89			
<b>Topic 11.9 - Occupational Health and safety</b>  <b>GRI 403: Occupational Health and Safety</b>	Management of material topic	Pages 89 to 93			
	Disclosure 403-1 Workers representation in formal joint management-worker health and safety committees	Pages 89 to 93			
	Disclosure 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 93			
<b>Topic 11.10 - Employment Practice</b>  <b>GRI 401: Employment</b>	Management of material topic	Pages 42 and 44			
	Disclosure 401-1 New employee hire and employee turnover	Page 44			
	Disclosure 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees.	Pages 44 and 45			
	Disclosure 401-3 Parental leave	Page 44			

## GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>Topic 11.11 - Non-Discrimination and equal opportunity</b>  GRI 405: Diversity and Equal Opportunity	Management of material topic	Pages 42, 43 and 44			
	Disclosure 405-1 Diversity of governance bodies and employees	Pages 42, 43 and 44; Oando 2023 Annual Report & Accounts- pages 46 to 50			
<b>Topic 11.12 - Forced Labor and Modern Slavery</b>  GRI 409: Forced or Compulsory Labor	Management of material topic	Pages 50 to 55			
	Disclosure 405-1 Diversity of governance bodies and employees				
	Disclosure 409-1 a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of type of operation (such as manufacturing plant) and supplier; countries or geographic areas with operations and suppliers considered at risk	Pages 50 to 55			
<b>Topic 11.14 - Economic Impacts</b>  GRI 202: Market Presence	Management of material topic	Page 45			
	Disclosure 202-1 a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage.	Page 45			
	b. When a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage.	Page 45			
	c. Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used.	Page 45			
	d. The definition used for 'significant locations of operation.'	Pages 10 and 11			
GRI 203: Indirect Economic Impacts	Disclosure 202-2 a. Percentage of senior management at significant locations of operation that are hired from the local community.	Pages 42 to 44			
	b. The definition used for 'senior management'	Pages 42 to 44			
	c. The organization's geographical definition of 'local'.	Pages 10 and 11			
	d. The definition used for 'significant locations of operation'.	Page 10 and 11			
	Disclosure 203-1 a. Extent of development of significant infrastructure investments and services supported.	Pages 75, 76, 77, 112, 117, 118, 119, 120 and 121			
	b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.	Pages 75, 76, 77, 112, 117, 118, 119, 120 and 121			
	c. Whether these investments and services are commercial, in-kind or pro bono engagements.	Pages 75, 76, 77, 112, 117, 118, 119, 120 and 121			



# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
GRI 204: Procurement Practices 2016	Disclosure 203-2 a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas	Pages 75 to 77  Pages 75 to 77			
	Disclosure 204-1 a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation.	Pages 50 and 55  Page 55  Page 55			
Topic 11.15 - Local Communities  GRI 413: Local Communities	Management of material topic	Pages 75, 76, 77, 112, 117, 118, 119, 120 and 121			
	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	Pages 75, 76, 77, 112, 117, 118, 119, 120 and 121			
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities	Pages 75, 76, 77, 112, 117, 118, 119, 120 and 121			
Topic 11.18 - Conflict and Security  GRI 410: Security Practices	Management of material topic  Disclosure 410-1 Security personnel trained in human rights policies or procedures.	Page 94			

# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>Topic 11.20 - Anti-Corruption</b>  <b>GRI 205: Anti-Corruption</b>	Management of material topic				
	Disclosure 205-1 a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	None. Refer to pages 23 to 26 None. Refer to pages 23 to 26			
	Disclosure 205-2 a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations. d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.	Pages 31 and 37  Pages 31 and 37  Oando 2022 Sustainability Report- Page 32; Pages 31 and 37			
	Disclosure 205-3 a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption which were brought against the organization or its employees during the reporting period and the outcomes of such cases.	Page 37  Page 37  Page 37  Page 37			

# GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)	Requirements omitted	Reason	Explanation
<b>Topic 11.21 - Payment to Government</b>  <b>GRI 207: Tax</b>	Management of material topic	Pages 106 and 107			
	Disclosure 207-1 a. description of the approach to tax, including: i. whether the organization has a tax strategy and, if so, a link to this strategy if publicly available; ii. the governance body or executive-level position within the organization that formally reviews and approves the tax strategy, and the frequency of this review; iii. the approach to regulatory compliance iv. how the approach to tax is linked to the business and sustainable development strategies of the organization	Pages 106 and 107  Pages 106 and 107  Pages 106 and 107 Pages 106 and 107			
	Disclosure 207-2 a. A description of the tax governance and control framework, including: i. the governance body or executive-level position within the organization accountable for compliance with the tax strategy; ii. how the approach to tax is embedded within the organization; iii. the approach to tax risks, including how risks are identified, managed, and monitored; iv. How compliance with the tax governance and control framework is evaluated b. A description of the mechanisms to raise concerns about the organization's business conduct and the organization's integrity in relation to tax. c. Description of the assurance process for disclosures on tax including, if applicable, a link or reference to the external assurance report(s) or assurance statement(s).	Pages 106 to 108          Pages 106 to 108 Pages 106 to 108		Information unavailable	Description of the assurance process for disclosure on tax was not subject to external assurance.
	Disclosure 207-3 a. description of the approach to stakeholder engagement and management of stakeholder concerns related to tax, including: I. the approach to engagement with tax authorities; II. the approach to public policy advocacy on tax III. the processes for collecting and considering the views and concerns of stakeholders, including external stakeholders.	Page 108  Page 108  Page 108			
<b>Topic 11.22 - Public policy</b>  <b>GRI 415: Public Policy</b>	Management of material topic	Pages 112 to 123			
	Disclosure 415-1 Political contributions a. Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary. b. If applicable, how the monetary value of in-kind contributions was estimated.	Pages 112 to 123		Information unavailable	



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## Feedback

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In preparing this report, we have focused on including the particular type of information which we believe would interest our stakeholders. However, we are open to receiving any feedback in the form of questions, comments or where clarification is required regarding any section of this report. In this regard, please contact the following:

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...the energy to inspire

RC 6474

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