

Resolving Yesterday, Reclaiming Tomorrow.

Sustainability Report
2020



Oando

What's Inside

4. About this Report

6. Our Journey

12. Chairman's Statement

16. The Group Chief Executive's (GCE) Statement

20. Risk Management and Controls

34. Peace, Justice and Strong Institutions
(Internal Audit and Governance)

44. Gender Equality, Decent Work, and Economic
Growth, Reduced Inequalities (Human Capital Management)

56. Gender Equality, Sustainable Cities & Communities, Responsible
Consumption & Production (Supply Chain & Services)

64. Information Technology as a tool for sustainable
Development Building

82. Sustainable Cities and Communities

86. Environmental, Health, Safety, Security
and Quality at Oando

106. Our 2021 CSR Activities

114. Economic Performance (Finance)

122. Quality Education

143. GRI Content Index

149. Feedback

MISSION

To be the leading integrated energy solutions provider

VISION

To be the premier company driven by excellence

PURPOSE

Teamwork, Respect, Integrity, Passion and Professionalism **(TRIPP)**



About this Report

Yet again, we've come to that time of the year when we bring the stakeholders of our operations in 2020 up to speed on our SDG achievements of the year.

We congratulate all our stakeholders and investors, especially those who have entrusted us with their funds, to do business in a sustainable manner for another successful year - a year filled with doubt and uncertainties caused by the pandemic.

Our Sustainability Report is an account of how the Company has fared on the five (5) Sustainability pillars from January 1, 2020 to December 31, 2020. We know that, by the nature of our business, we may contribute some negative externality, but we are committed to reducing to the barest minimum the negative externalities, and going beyond the minimum expectations for positive externalities.

This year, our Sustainability Strategy is focused on our contribution to the realization of the Sustainable Development Goals (SDGs). We have sincerely recognized the importance of sustainable goals in achieving the highest level of utility for all stakeholders. Thus, we have aligned our business with the SDGs. This report will measure how far we have aligned ourselves with the SDGs and the actions we have taken towards its realization. We have also employed the use of the Global Reporting Initiatives (GRI) Guideline in the preparation of this report as with previous sustainability reports.



Our Journey

1956-1994 The company commenced business in 1956 with operations as a petroleum marketing company in Nigeria under the name "ESSO West Africa Incorporated", a subsidiary of Exxon Corporation of the USA.

The Federal Government of Nigeria (FGN) bought Esso's interest in 1976 and thus became sole owners of the company. The company was then re branded "Unipetrol Nigeria Limited".

Unipetrol became a Public Limited Company in 1991 and 60% of the company's shareholding was sold to the Nigerian Public under the first phase of the privatization exercise.

In February 1992, the company was quoted on the Nigerian Stock Exchange NSE.

Ocean and Oil Services limited was founded in 1994 to supply and trade petroleum products within Nigeria and worldwide.

2000  Unipetrol acquired 40% in the equity of Gaslink Nigeria Limited to utilize its exclusive Gas Sale and Purchase Agreement with Nigeria Gas Company, and later increased the stake to 51% in 2001

Ocean & Oil holdings acquired 30% controlling stake in Unipetrol through the purchase of the FGN's stake in the company

The company later increased its controlling stake to 42% in 2001.

2002  The company bid for and acquired 60% in the equity of Agip Nigeria Plc from Agip Petroli International.

2003  Unipetrol Nigeria Plc merged with Agip Nigeria Plc and were branded "Oando".

Oando Marketing emerged as a Downstream Group with the largest footprint in Nigeria

2004  Oando Trading Limited and Oando Supply & Trading Limited was incorporated

Oando Gas & Power (OGP) emerged as a result of Gaslink's gas distribution franchise and Oando's customer base.

2005  Oando became the first African company to achieve a cross-border inward listing on the JSE

Oando Energy Services (OES) was incorporated.

2007  Gaslink laid 100km gas distribution pipeline in Lagos OES acquired 2 drilling rigs.

2008  Oando emerged Nigeria's first indigenous oil company with interest in producing deepwater assets by the acquisition of 15% equity in OMLs 125 & 134.

OES acquired an additional drilling rig.

2009  2 swamp rigs acquired; bringing the total rig count to 5.

Gaslink phase 3 gas pipeline completed.

2010  OGP launched its first Independent Power Plant, Akute IPP, a 12.15MW power plant for Lagos Water Corporation.

The company successfully completed a \$140 million rights issue which was 128% oversubscribed.



2011 Central Horizon Gas Company (CHGC) is awarded mandate for River State gas distribution

Completed construction and commissioned of the 128KM Eastern Horizon Gas Company (EHGC) Pipeline

FGN awards Oando/Agip consortium \$3 billion Central Processing Facility.

2012



The company completed the reverse takeover of Exile Resources to subsequently become Oando Energy Resources (OER), listed on the Toronto Stock Exchange (TSX).

40% farm-in to Qua Ibo (OML 13).

2013



Commissioned 10.4 MW Alausa IPP to provide electricity to the Lagos state Government

\$341 million successful Rights Issue, 101% subscribed.

\$200 million Private Placement to a consortium of private investors.

2014



Oando acquired Conoco Phillips Nigerian business for \$1.8 billion

\$250 million sale of EHGC

OER successfully completed \$50 million private placement

2015



\$250 million successful Rights Issue

Oando reached agreement to divest 60% of downstream business to Helios Vitol consortium for \$461 million.

2016



Oando reached agreement to divest from its energy services business, midstream business and partially divested from the downstream business.

Successfully restructured its balance sheet through a N108 billion syndicated medium term loan facility.

2017
Axxela

Oando PLC further divested 5% stake in midstream business to Helios Investment Partners

Oando PLC divested its stake in Alausa Power Limited to Elektron Petroleum and Energy Mining Limited

Oando completed 100% divestment of its downstream marketing business to OVH Energy

Completed restructuring of \$40million facility, extending the tenor by a minimum of 30 months.

2018
W | NGS

Oando Commissions State-of-the-Art Head Office, The Wings Office Complex

Oando completed 100% divestment of its midstream business to Axxela Limited

2019



Oando and its Joint Venture Partners NNPC and NAOC makes significant gas & condensates discovery onshore Niger Delta



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

\$425m Reserve Based Lending (RBL) refinancing with Afrexim

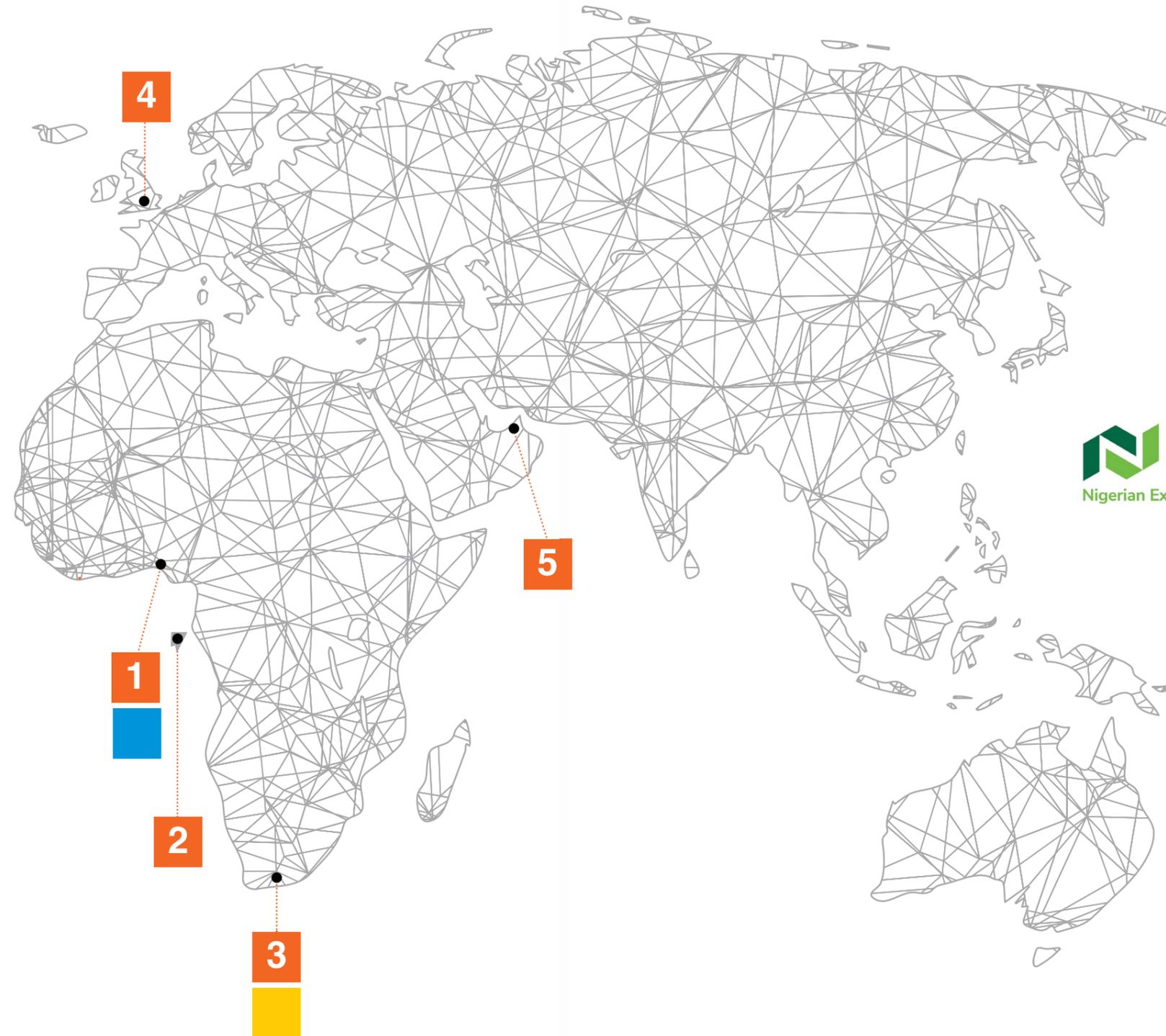
2020



\$100m accordion top- up facility with Afrexim

Our Global Footprint

Oando has presence in different locations around the world. Our operations are currently focused on upstream activity in West Africa. We are a transformational company with an outstanding workforce that strive towards delivering the highest standards to guarantee a brighter future.



- 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

I am delighted to present our sustainability report for the year 2020. We extend our sincere appreciation to all our stakeholders for their unwavering support, which has been instrumental in guiding our Company through an eventful year. Your continuous commitment has helped solidify our position as a leader in our industry, and for this, we are truly grateful. The year 2020 brought unprecedented challenges on both national and international fronts. The outbreak of the COVID-19 pandemic at the beginning of the year sent shockwaves across the global business landscape, and the volatility in crude oil prices made it a year of cautious vigilance. The COVID-19 pandemic, often referred to as a "black swan" event, disrupted the norms and procedures of conducting business. **On March 11th, 2020, the World Health Organization declared COVID-19 a pandemic, marking its global spread.** This declaration instigated worldwide concern and uncertainty, impacting not only our ability to achieve strategic objectives but also global economies. The pandemic's effects were exacerbated by a price war within the oil and gas sector, leading to a significant drop in oil prices and a substantial decline in global oil demand, with Brent prices plummeting to as low as \$12 in the second quarter of 2020. Managing costs and operational performance was critical to mitigating adverse impacts on our earnings, cash flows, and financial position in a market heavily reliant on commodities. We managed these challenges effectively, primarily through the judicious use of debt instruments to address various treasury risks, including liquidity, interest rate, foreign exchange, and credit risks. This strategy ensured the stability of our operations and financial health. While these risk factors presented significant obstacles to our strategic objectives, business operations, financial performance, and shareholder returns, we successfully navigated these challenges.

Despite the adversities of the past year, we remained committed to competition and achieving positive results. In our downstream operations (Refined), we recorded a remarkable 53% growth in refined products. Additionally, we increased our daily crude oil production in the upstream sector to 44,966 barrels per day. In the downstream operations (Traded), **we witnessed a 13% increase in crude oil trading, from 14 million barrels to 16.1 million barrels.**

Corporate Governance

As reported in the previous year, the Company initiated legal proceedings against the actions of the SEC, aiming to safeguard the interests of our shareholders, business, and assets, with the utmost commitment to mitigating any undue disruption to our daily operations. Although the matter remained unresolved in 2020, we remain optimistic that the outcome will be in our favour and reflect our commitment to responsible and lawful conduct. We have consistently demonstrated our unwavering commitment to cooperation and transparency by actively engaging with the SEC and other regulatory bodies. This commitment extends to maintaining goodwill, full disclosure, and a steadfast dedication to the interests of all stakeholders, ensuring a prompt and seamless resolution of all pending SEC matters.

As a responsible corporate citizen, we reinforced our commitment to sustainability through the Oando Foundation, contributing to the fight against the negative impact of the pandemic through various initiatives.

“
We witnessed a 13% increase in crude oil trading, from 14 million barrels to 16.1 million barrels.”



We successfully achieved our sustainable development goals set at the beginning of the year.

The Company remains firmly in support of the achievement of all the United Nations Sustainable Development Goals (SDGs). Specifically, during the reporting year, our concentrated efforts were dedicated to the pursuit of SDGs 1, 3, 4, 11, and 16. In line with our customary approach, we steadfastly focused on enhancing the quality of life within our operational regions. Through consultation with our communities and joint venture partners, we initiated the construction of market stalls, promoting commerce, supporting small businesses, and stimulating the local economy of our local communities to reduce poverty levels. We completed the construction of two modern markets in the Oleh community in 2020 and are currently building a third in the Obodugwa community in Delta State. In response to the pivotal importance of health and well-being brought to the forefront by the COVID-19 pandemic (SDG 3), we implemented intervention strategies to address and manage the outbreak. We collaborated with the Nigerian Centre for Disease Control (NCDC) to disseminate non-pharmaceutical intervention guidelines and emphasize hygiene. **Oando and its joint venture (JV) partners allocated approximately N42.2 million and \$3.2 million toward the implementation of diverse COVID-19 relief initiatives.** These initiatives encompassed the distribution of essential palliatives, including food and medical supplies, to our communities. Furthermore, during the reporting period, we made notable contributions to healthcare infrastructure in our communities.

This involved the construction of five health facilities, including a health center in the Okpai community, Delta State. Moreover, we initiated the rehabilitation of the Ikebiri-1 health center, which included installing vital water infrastructure and erecting protective fencing around the health facility. These efforts highlight our unwavering commitment to enhancing healthcare accessibility in our operational areas. Education remains a cornerstone of our sustainability efforts. In collaboration with our JV partners, we built ten educational facilities in various communities during the reporting year. We awarded 1,664 scholarships, covering a range of educational programs, from secondary schools to postgraduate studies, supporting our commitment to quality education and talent development.

Aligned with SDGs 6 and 11, we dedicated resources to foster clean water and sustainable communities. Recognizing the critical role of access to clean water and sanitary facilities, particularly during a pandemic, **we implemented four essential water projects. Notably, two of these projects involved establishing a 20,000-gallon water scheme in the Okpai community of Delta State, complemented by two additional water schemes in the Ikebiri community of Bayelsa State.** In complete harmony with SDG6, these water facilities signify a significant stride in combatting water-borne diseases and ensuring affordable access to clean water for all, solidifying our commitment to the well-being of our communities. Our efforts to build sustainable communities extended to infrastructure development. We constructed modern houses in response to the increased demand for affordable and safe housing within our localities. In addition, we built over 6.745km of concrete roads for upland communities and an equal length of asphalt roads for swamp communities in 2020, contributing to safer transportation and fewer accidents. Maintaining a peaceful and just environment in our communities remains a top priority for Oando. In 2020, we successfully renegotiated and renewed expired Memoranda of Understanding (MoUs) between Oando, its JV partners, and the Isumpe, Ogbé Ani, Umusadege, and Umusam communities in Delta State. This initiative not only strengthened our relationships but also aligned with SDG 16, emphasizing the importance of strong, robust institutions for community well-being.

Conclusion

In conclusion, as we move beyond the challenges of 2020, we embrace 2021 with optimism. Our commitment to upholding sustainable goals remains unwavering as we aspire to set a benchmark for companies nationally and internationally. The steadfast focus on people, communities, and the environment continues to guide our projects and initiatives.

Thank you for your continued support and trust in our pursuit of a sustainable and responsible future.

HRM Oba Michael A. Gbadebo, CFR
Chairman

GROUP'S CHIEF EXECUTIVES STATEMENT

We commenced 2020 with the focus to drive growth opportunities across our upstream and trading businesses. However, our industry was adversely impacted by the COVID-19 pandemic. As a company, we are not perturbed by challenges, and welcome a road less traveled to unravel opportunities for the betterment of our stakeholders. As the virus began to spread globally, we implemented our robust business continuity plan which was developed for an unexpected occurrence like the pandemic. We put our people first.

We immediately commenced a **“Work from Home” (WFH) model** for our employees. Our previous investments in Information Technology and ISO 27001 certification, enabled a seamless transition from physical work to working from home with minimal disruption to our operations. In addition, we launched an Employee Mental Health Assistance program to support our employees' mental and emotional health and physical wellbeing. We started a consistent health and safety awareness campaign to ensure that safety is always foremost and top-of-mind. Furthermore, we maintained emotional and social connectedness among our staff via personalized calls, virtual lunchrooms, and other virtual engagement sessions. Notably, the pandemic caused severe disruption to the global economy and people's sources of livelihood. Energy demand and carbon dioxide emissions reduced significantly.

The pandemic negatively impacted our average realized selling price of oil during the period. Average oil price was 45% below the previous year (\$34.21/bbl in 2020 vs \$62.59/bbl in 2019), while average realized selling prices for natural gas and NGL also remained 24% and 20% below the preceding year, respectively.

Oando's crude production in 2020 increased to 44,550 boe/day, compared to 42,492 boe/day in 2019. This production consisted of 15,912 bbls/day of crude oil, 1,757 boe/day of NGLs and 161,288 mcf/day (26,881 boe/day) of natural gas.

“

As we look to the future, Oando remains steadfast in upholding our dedication to sustainability, social responsibility, and fostering a positive impact on the lives of those within our sphere.



The increase in production was a result of a 22% increase in natural gas production at our OML 60-63 asset offset by a 29% decrease in NGL production. While crude production at OML 56 and OML 13 assets decreased by 5% and 16% respectively. This decrease was due to shut-ins for repairs, maintenance, and sabotage incidences at the facilities. Revenue for the period was directly impacted by volatile product prices due to the global economic impact of the pandemic, with realized average crude oil price declining by 45% (\$34.21 per barrel compared to \$62.59 per barrel in 2019), natural gas by 23% (\$1.19/mcf compared to \$1.54/mcf in 2019), and NGL by 20% (\$5.48/boe compared to \$6.84/boe in 2019).

These contributed to an overall decline in revenue of 17% (N477 billion compared to N577 billion in the same period in 2019) despite a 5% increase in production (44,550 boepd compared to 42,492 boepd in 2019), a 13% increase in traded crude oil volumes (16,081,633 bbls compared to 14,173,691 bbls in 2019), and a 53% increase in traded refined products (694,653 MT compared to 452,919 MT in 2019). The Loss-After-Tax for FYE 2020 of N141 billion was driven primarily by the financial and non-financial asset impairments of N 66 billion, as well as a 48% increase in Net Finance Costs to N60 billion (compared to N 41 billion in 2019).

CSR: Oando Foundation and Oando TAP

At Oando, we believe that business success goes hand-in-hand with our commitment to Corporate Social Responsibility (CSR). Sustainability is not just a buzzword for us; it's a core part of our identity and purpose. We are proud to share our latest achievements in our CSR initiatives, particularly through the Oando Foundation and TAP (The Aggregator Platform).

Oando Foundation, our flagship CSR initiative, has shown incredible resilience in the face of unprecedented challenges. Despite disruptions caused by extended school closures in the past year, we remained dedicated to our mission of improving the lives of the communities we serve. Our adopt-a-school policy has allowed us to adopt 88 schools, enabling us to build and renovate 249 classrooms and early childcare centers. This effort has resulted in the enrollment of 60,955 out-of-school children, with an impressive cumulative retention rate of 77%. Furthermore, we have established 39 ICT centers, upskilled 2,832 teachers and 210 head teachers, and empowered local communities to actively support the process of improving our schools. In 2020, Oando Foundation awarded 309 scholarships, established an ICT center and two early childcare centers; distributed 1,540 educational supplies to nine schools, including desks and

learning materials; and provided training to 36 teachers and caregivers. These milestones demonstrate our unwavering commitment to creating a brighter future for the youth in our adopted communities.

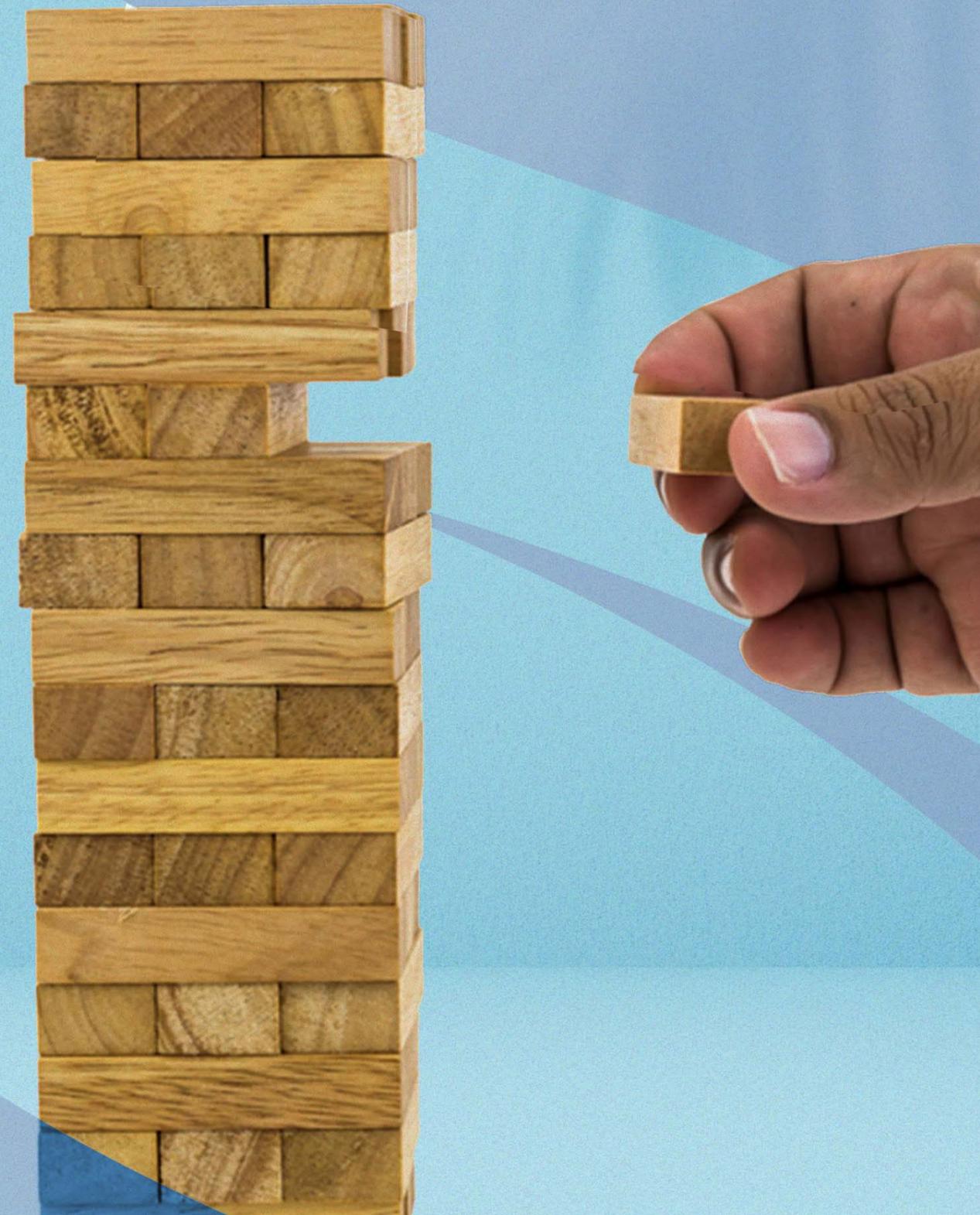
Our dedication to social responsibility goes beyond the Foundation. We are equally proud of the impact created by our employees, through Oando TAP (The Aggregator Platform). The lockdown imposed significant hardship, especially hunger and poverty. In response, our employees, known as the "Humans of Oando," initiated TAP, a unique platform designed to end hunger and alleviate poverty, starting with Lagos. In just eight months, this initiative raised over N37 million, impacting 32,174 individuals in collaboration with 10 partner organizations. We are continually inspired by the passion and dedication of our employees to make a meaningful difference in the lives of those in need. Our commitment to social responsibility has also been recognized by independent organizations. In 2020, we achieved accreditation as a Great Place to Work, ranking second among medium-sized companies in Nigeria. We also received recognition on Jobberman and were listed among the Top 50 Brands in Nigeria. These accolades not only reflect our commitment to our employees but also reinforce our dedication to the communities we serve.

Conclusion

As we look to the future, Oando remains steadfast in upholding our dedication to sustainability, social responsibility, and fostering a positive impact on the lives of those within our sphere. Our endeavors transcend mere business success; we are devoted to shaping a brighter, more sustainable future for all. By harnessing our resources, forging partnerships, and relying on the unwavering commitment of our employees to drive positive change within our communities. We sincerely appreciate your continued support and for being an integral part of our journey toward a more sustainable and responsible future.

Adewale Tinubu
Group Chief Executive

**RISK
MANAGEMENT
AND CONTROLS**



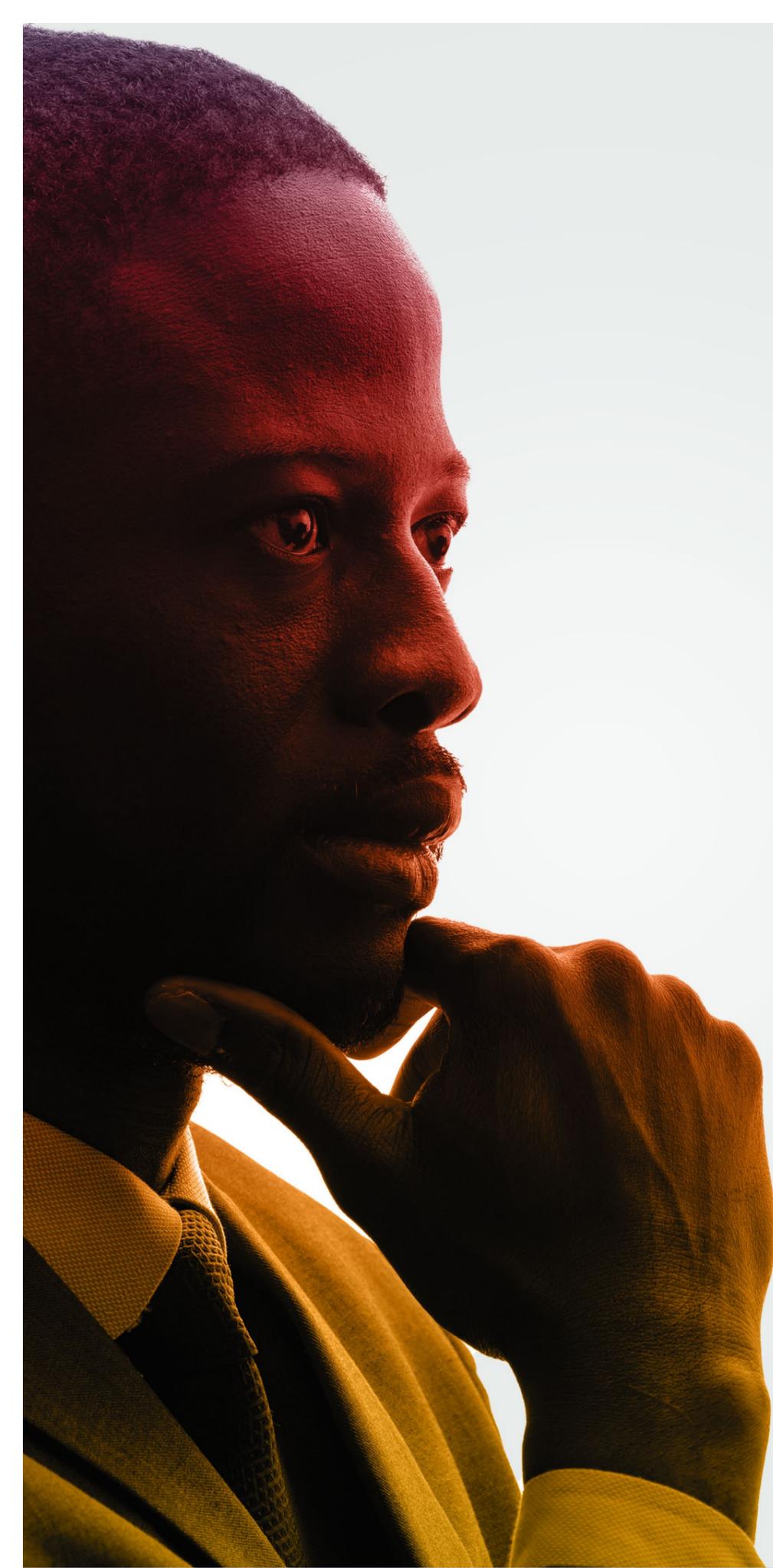


Risk Management & Controls

The Enterprise Risk Management function reports to the Group Chief Executive (“GCE”) and the Board through the Board Risk, Environmental Health, Safety & Security Committee (“Risk Committee”). The function supports the Risk Committee in providing independent risk oversight. The Unit works with operational management in designing and implementing efficient and effective processes to identify, analyse and treat risk. The function is involved in facilitating and monitoring the implementation of effective risk management practices and assisting risk owners in defining the target risk exposure and reporting adequate risk-related information throughout the organization for effective decision making.

A major objective of the function is to maintain organizational risks at acceptable levels and ensure the best balance possible between threats and opportunities - in line with the business appetite for risk and the corporate strategy of the Board and Executive Management team. The function is concerned with ensuring the effective achievement of organizational goals and appropriate management of the organization’s assets, including avoidance of losses as a result of unwanted events.

Enterprise Risk Management (ERM) contributes to value creation by identifying and reducing risks 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, thus maximising risk opportunities, earnings potential and ultimately stakeholder value.



S/N	Stakeholder	Basis of Identification	Format/Mode of Engagement	Key Stakeholder Concerns/Issues raised	Resolution Strategies
Internal					
1	Board of Directors	Oando Plc ERM framework. Board 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. Audit 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 the 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 the 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 the achievement of business objectives and effectiveness of risk mitigation strategies in place.
External					
1	Counterparts on JV assets	Joint Operating Agreement.	Face to face meetings, reports and emails..	Ability to fund operations.	Monitoring and participation in JV audit reviews.
2	NPDC/NAPIMs/NNPC Officials	Joint Operating Agreement.	Face to face meetings, reports and emails.	Ability to fund operations. Improvement opportunities for efficiency of JV operations.	Monitoring and participation in JV audit reviews and monitoring JV Sub-committee resolutions.
3	External Audit	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

Governance

Feedback from stakeholders is reported to the Board through the formal channel of quarterly risk reporting through the Risk Committee and daily/weekly/monthly engagement of executive management with members of the Board constituting a part of the executive management team. The Risk Committee of the Board is charged with reviewing and monitoring the effectiveness of the company's risk management framework, processes and controls. They review these processes every quarter and give feedback on oversight actions to be taken by the risk management team and executive management.

The risk reports and presentations are collated each quarter and forwarded to the Company Secretary to be included in the board packs for the Risk Committee and sent to the Risk Committee members ahead of their scheduled meetings.

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 Office and Internal Audit unit. Upon completion of the investigation, a formal report is presented to the Audit Committee and senior management with appropriate recommendation and remedial actions. Feedback is also provided to the whistleblower via the KMPG hotline.

The Company had no incidence of non-compliance with applicable rules and regulations and voluntary guidelines/measures concerning health and safety during the reporting year.

Oando Plc - Group Risk Profile

A number of risks and uncertainties impact the organisation's ability to deliver on strategic objectives and create long-term shareholder value. These risk factors separately or in combination, could have a material adverse effect on the implementation of the organisation's strategy, business, financial performance, results of operations, cash flows, liquidity, shareholder returns and reputation.

2020 was characterized by a "black swan" event (the COVID-19 pandemic), which triggered a number of far-reaching risk events within the industry and financial markets, while also negatively impacting world economies at large. The World Health Organisation (WHO) declared the COVID-19 outbreak a pandemic on the 11th March 2020, depicting this outbreak as a worldwide spread of a new disease. The declaration sparked worldwide concern about the trajectory of the disease, which rapidly expanded across the globe throughout the year 2020 since it was first announced in China.

From an economic perspective, the key issue was not limited to the number of COVID-19 infections globally, which created unprecedented pressure on healthcare systems, but the level of disruption to industries and economies. This, coupled with an oil price war due to OPEC and Russia's failure to reach an agreement on measures to curb the oil price decline, posed a significant risk to the oil sector. This virus outbreak was one of the biggest threats to the global economy and financial markets, with stock prices and bond yields plunging at unprecedented rates. This singular risk event further impacted critical key risk indices within Oando Plc and its key subsidiaries as follows:

Oil price volatility which is characteristically a significant risk in the oil and gas industry, was heightened as a result of the Covid-19 pandemic, causing unprecedented price lows, demand and supply and price wars. The pandemic had a significant adverse effect on oil prices in the second quarter of 2020, triggering a huge decline in oil prices, fueled by an overall impact on global oil demand and an ensuing price war between OPEC and its allies. Q2 2020 witnessed Brent price decrease to lows of \$12, in addition to significant global oil demand reduction.

As a company competing in commodity-type markets, accordingly, failure to manage costs and operational performance could result in material adverse effects on our earnings, cash flows and overall financial condition. In addressing treasury risk (which includes liquidity risk, interest rate risk, foreign exchange risk and credit risk), we majorly utilise debt instruments to raise significant amounts of capital. Should a major and prolonged oil price decline ensue, servicing these debt facilities could become more difficult, and the potential impact on

liquidity could have a material adverse effect on operations, cash flows and overall financial condition.

Notably, on 31st May 2019, the Securities & Exchange Commission (SEC) issued a press release communicating its decisions and findings. A forensic audit commissioned in Q2 2018 further to two (2) petitions written by Ansbury Incorporated and Alhaji Dahiru Mangal in May 2017, alleging various wrongdoings by the Company. The Company took immediate steps to challenge the decisions and

findings of the SEC in court. Against this background, we continue to identify and assess those key risks that could impact our 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.	Liquidity Risk	<ul style="list-style-type: none"> Liquidity risk was a significant risk in FY 2020 based on significant decrease in projected gross revenues primarily due to a reduction in realized oil prices (approx. \$35.2/bbl as at Q3 2020). The reduction in realized oil prices triggered by the impact of the Covid -19 pandemic on demand and supply dynamics, had an impact on the Group's cashflows and the utilization of same to address its financial obligations as they fell due. The Group's ability to optimally achieve its business objectives is dependent on a significant improvement in its liquidity position, as there is no certainty on sources of funds to repay future interest on loans as they fall due. There are ongoing engagements with the banks and negotiations on possible funding plans. <p>Mitigating Measures</p> <p>The Group continued the restructuring of its balance sheet through board approved loan restructuring and new capital programs. The steps taken by management should address the issues. The current strategies provide the opportunity to focus on the upstream business and raise the required capital for a healthier balance sheet.</p> <p>OER has an arrears and funding agreement executed with NAOC on the OML 60 - 63 Joint Venture, to aid in the settlement of the reconciled debt and sustainable funding of cash calls on a go forward basis. The agreements are aimed at managing company cash flows, addressing current liquidity exposures and improving overall profitability.</p> <p>To address the volatility in prices, hedging arrangements are put in place by management to address this.</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.</p> <p>In the preparation of project plans and models, the Business planning/economics team and Corporate Finance Manager carry out stress testing on assumptions used in preparing the project model, which include inflation, interest rate and exchange rate simulation and the development of 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 clearly sets out the strategies for addressing liquidity shortfalls in emergency situations. The contingency plan includes contingency overdraft lines with banks and a cushion of unencumbered, high quality liquid assets to be held as buffers for liquidity stress situations.</p>
2.	Regulatory and Reputational Risk	<p>As with previous reporting years, the Group also had exposures to regulatory and compliance risks in 2020. The SEC matter remains unresolved and the Company is still in court. The Company having challenged the result of the forensic audit, took legal action against the regulator which is still ongoing.</p> <p>The Group also has significant unpaid tax and regulatory liabilities (royalties) as at the end of the financial year 2020</p> <p>Mitigating Measures</p> <p>This risk was managed by developing a proactive stakeholder's communication strategy and by careful monitoring and reporting in this regard. The Corporate Communications department also had a crisis management plan in place, which focused on proactively managing the Company's stakeholders and providing agile responses to negative press.</p> <p>Management actively cooperated with the directives of the SEC and stakeholder requests.</p> <p>There is significant engagement with the tax and DPR authorities on outstanding taxes. Agreed payment plans on some tax liabilities and payment have commenced.</p>

S/N	TOP RISKS	DETAILS AND MITIGATION CONTROLS FOR TOP RISKS
3.	COVID -19 Risk - Impact on business operations	<p>The COVID - 19 pandemic has continued to spread with the virus infecting millions of people in at least 192 countries and territories.</p> <p>There is worldwide concern about the trajectory of the disease, impact of viral mutations and the efficacy of vaccines.</p> <p>Mitigation Measures</p> <p>Management instituted a phased approach to physical work resumption for personnel that had tested negative for the virus from Q2 to Q4 2020.</p> <p>Containment measures were implemented in the office building to ensure that all Oando personnel were safe. Our EHSSQ Unit consistently monitors and performs data analysis on the COVID -19 trends globally and within the nation and communicates same across the organization.</p>
4.	Macroeconomic Risk	<p>Upstream business</p> <p>Volatility in oil and gas prices was heightened as a result of the pandemic. Oil prices averaged \$44.29/bbl in Q4 2020 as opposed to an average of \$42.96/bbl in Q3 2020, with an average of \$49.99/bbl in the month of December 2020. Brent crude oil prices showed significant volatility in 2020. Averaging \$64/b in January 2020, Brent prices fell to an average of \$18/b in April, the lowest monthly average price in real terms since February 1999. The low prices were the result of significant declines in oil consumption that caused a sharp rise in global oil inventories.</p> <p>To address this volatility in prices during the year, the Group had in place economic hedges through the use of financial commodity contracts on crude. The economic hedges cushioned/ reduced the Group's exposure to fluctuations in crude oil prices and the associated financial risk/effect. The volatile nature of oil prices during the year had a significant impact on the overall liquidity and ability of the Company to service debts and other counterparty obligations and its ability to achieve its short to medium term production and profit targets.</p> <p>Mitigating Measures</p> <p>Management's strategy was that of cost optimization. The downward trend in oil prices also forced budget cuts across the industry especially on capital expenditure. On the OML 60-63 asset, there was a circa 40% reduction in the budget.</p> <p>In addition to strategic reductions of operational expenses, several cost optimization initiatives were incorporated into the OER 2020 budget while re-prioritizing work programs in order to optimize CAPEX spend and Joint Venture funding.</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. Management continued to take advantage of this opportunity to pay down loans, utilising the hedge differentials.</p>
5.	Strategic and Business Model Risk	<p>This addresses the risks of current or prospective negative impacts on the Group's earnings, profitability, capital base and reputation arising from a selection of inappropriate business strategies.</p> <p>Mitigating Measures</p> <p>The Oando Opportunity Realization Process was consistently used for the screening of potential and ongoing business opportunities. 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>

SN	TOP RISKS	DETAILS AND MITIGATION CONTROLS FOR TOP RISKS
6.	Cybersecurity and Business Continuity Risk	<p>Within the technology space, the threat landscape is constantly changing. Due to the dynamism of the space and the rise of cybercrimes as a result of the imposed COVID-19 mitigation measures and lockdowns, it was anticipated that there would be privacy and cybersecurity breaches within Nigeria.</p> <p>The Company put in place steps to mitigate the risk of not being able to recover its data or continue its day-to-day business activities in the event that there is business interruption due to fire, cyberattack, etc.</p> <p>Mitigating Measures 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 its IT systems are updated with the latest patch releases from security vendors, and also securing a general improvement in enterprise security awareness.</p> <p>Existence of a Business Continuity Policy and Disaster Recovery Plan with provisions for annual testing.</p>



**PEACE,
JUSTICE AND
STRONG
INSTITUTIONS**



Peace, Justice and Strong Institutions



Internal Audit

The Internal Audit function reports directly to the Statutory and Board Audit Committee of Oando Plc and administratively to the Group Chief Executive Officer of the Company. The unit in performing its duties also engages various levels of management (executive, senior and mid-level) and other employees.

The Internal Audit function provides independent assurance that the company's Risk Management, Governance and Internal Control processes are operating effectively thereby supporting the Board and Management in the successful execution of the Oando Strategy. The function is also saddled with the responsibility of coordinating Joint Venture Audits to hold Operating Partners responsible for sustainability in the production of hydrocarbons as well as ensuring value is maximized per dollar of capital and operating spend on the assets.

The thrust of Internal Audit reviews for the current period include Information Technology General/Security Reviews on account of the Company's significant reliance on information processing systems as well as increased cyber security risks associated with remote working occasioned by the pandemic, Joint Venture Audits, review of controls over financial reporting and other non-financial reviews of various aspects of the group's operations. The table below shows the Internal Audit's performance against set Key Performance Indicator (KPI) targets for the period.

Key performance indicators for the 2020 Reporting Year

Key Performance Indicators (KPI)	Target	Actual
Percentage coverage of audit plan	80%	89%
Percentage of recommendations implemented	70%	70%
Business unit / Auditee satisfaction survey	80% of respondents are satisfied with the audit	96%
Significance of audit findings /recommendations.	30% of Issues raised should address high risks	55%
Actual vs Budget hours spent on audit engagements.	<110%	102%

The Internal Audit unit's KPIs for 2020 remain the same as 2019 set targets.

In compliance with the requirements of the Institute of Internal Auditors (IIA) Standards and the Nigerian Code of Corporate Governance issued by the Financial Reporting Council of Nigeria (FRCN), the Internal Audit function is scheduled to undergo an External Quality Assessment (EQA) exercise in 2021, which will evaluate the Internal Audit's conformance with the International Standards for the Professional Practice of Internal Auditing (Standards) and confirm that the internal auditors applied the IIA's Code of Ethics in conducting their activities.

The result of the last EQA exercise conducted in 2018 indicated that the Internal Audit unit generally conformed to the Standards and the internal auditors applied the IIA's Code of Ethics in conducting their activities. Recommendations for improvement noted from the 2018 EQA exercise have been fully implemented.

The Internal Audit unit's activities require continuous engagement with various levels of management whose processes/operations are subject to review and follow up on recommendations.

The stakeholder engagement for each year is derived from the Internal Audit Charter and Board approved internal audit plan, which determines the reviews to be performed for the period as well as outlines the reporting requirement of the internal audit function.

The schedule below highlights the key stakeholders, frequency, and mode of communication with these stakeholders, stakeholder concerns and resolution strategies.



Internal Audit

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/ issues raised	Resolution Strategies
Internal				
Board of Directors	Internal Audit Charter	Through the Audit Committee's reports.	Business profitability, Compliance with regulation and policy, 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 regulation and policy, Financial Reporting, Effectiveness of Operations.	Quarterly report of business updates and significant issues.
Group Chief Executive	Internal Audit Charter	Face to face meetings, presentations, reports and email.	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 objective.	Daily interaction on the achievement of business risks and objectives.
Operations and Technical Staff	Approved Internal Audit Plan.	Face to face meetings, emails.	Delivering on business objective.	Daily interaction on the achievement of business risks and objectives.
External				
Counterparts on JV assets	Joint Operating Agreement.	Face to face meetings, reports, emails.	Ability to fund operations.	JV Audit reviews and other interaction with operators.
External Audit	Statutory Requirement.	Face to face meetings, reports, emails.	Reliability of financial information.	Annual support for execution of external audit.



Governance

Long term business success and sustainability are direct results of the established processes and interactions by which an organization is controlled and directed. At Oando, our governance structures and practices are the indicators that have enabled us monitor our actions, policies, practices and decisions made in the course of executing our operations and the attendant outcomes of the listed factors to ensure the perpetuity of our corporate activities towards business success and economic growth. Corporate governance best practices also allow us balance the varied interests of our many stakeholders. It encompasses every sphere of management from the development and implementation of our strategic objectives to the internal guides and controls that govern all our activities, through the measurement, management and disclosure of our performance. Its structures and principles provide the framework through which the objectives of the Company are attained, and as a result, we continue to review our operational frameworks based on the emerging principles of corporate governance best practice.

Our Governance Framework

The development of the Oando Group Governance Framework was based on a consideration of the UK Corporate Governance Framework, South Africa's King Report on corporate Governance (King III), the OECD Principles of

Corporate Governance and the SEC Code of Corporate Governance for Public Companies in Nigeria. We ensure that our Governance structure is in compliance with the Company's Article of Association, the Companies and Allied Matters Act, Cap C20 and Laws of the federation of Nigeria.

Shareholders

The role of shareholders within the Oando Governance Framework is to appoint the directors and the auditors. The Board of directors ("the board") and management of the Company as a whole, are accountable to the shareholders and must ensure that the shareholders are satisfied and more importantly impressed with the effective governance structure and standards in place.

The Board of Directors

The Board has the ultimate authority, responsibility and accountability for the Company. A range of significant decisions are specifically reserved for the Board in order to ensure that it retains proper and adequate control and direction of the Company. Such decisions are labelled- The Schedule of Matters Reserved for the board, which include but are not limited to the following:

- Strategy and Objectives
- Business plan and budgets
- Changes in capital and corporate structure
- Accounting policies and financial

reporting

- Internal controls
- Major contracts
- Capital projects
- Acquisitions and disposals
- Communication with shareholders
- Board membership

The Board also maintains the authority to delegate some of these decision-making functions to the Executive Directors who are responsible for the day-to-day running of the business activities. In accordance with global governance best practice, the offices of Chairman and Group Chief Executive are held by two separate individuals.

Group Leadership Council

The Group Leadership Council (GLC) of Oando is composed of top-level management who provide executive direction on the day-to-day administration of the Company, effectively managing our talents and resources for the achievement of our strategic objectives. A detailed explanation of composition and responsibilities of our GLC members can be found in our previous 2015 Sustainability Report.

Governance Initiatives and Policies

- Anti-Corruption Policy
- Blacklisting Policy
- Board Appointment Process
- Corporate Code of Business Conduct and Ethics
- Delegation of Authority
- Dividend Policy
- Environmental, Health, Safety and Security Policy
- Gifts and Benefits Policy
- Information Disclosure Policy
- Insider Trading Policy
- Know Your Customer Policy
- Matters Reserved for the Board
- Records Management Policy
- Related Party Policies
- Remuneration Policy
- Staff Handbook
- Whistle Blowing Policy and hotline
- Complaints Management Policy.

Peace, Justice and Strong Institutions



Governance

Ethical Conduct

At Oando we observe the highest standards of integrity; The Company maintains a Corporate Code of Business Conduct and Ethics (the Code), applicable to all Directors, Managers, Employees and those who work for or on behalf of the Company.

To maintain a strong ethical culture within the organization, we ensure that new entrants are trained on the Company's policies and practices through a compliance on-boarding process. All directors and employees are required to participate in an annual recertification exercise which involves a refresher course on our values, governance policies and anti-corruption principles. Participants are then tested after which certificates of compliance are generated for all who pass the test.

In 2020, we continued circulating a periodic newsletter called The "OER Bitesize Compliance Newsletter" which is published and circulated to all employees to educate them on different ethical and compliance issues whilst promoting a culture of 'doing the right thing even when no one is watching'.

In building an ethical culture, we understand the importance of having different mediums through which issues of concern can be reported and feedback can be given on the actions the Company has taken to deal with such reports. These mechanisms have been

made easily accessible to all employees, vendors, business partners and other parties. A key reporting platform is the whistleblowing hotline independently managed by KPMG Advisory Services to protect the identity of employees and/or any stakeholders who wish to report ethical issues anonymously. Employees are also encouraged to report grievances through other medium such as in person conversations, calls or emails to their line managers or members of the Governance Office.

Business Integrity

Anti-corruption is a major aspect of our Code, Oando is opposed to all forms of corruption. Our anti-corruption program is tailored towards compliance with applicable laws and regulations whilst providing training and actively monitoring progress on key issues such as money laundering, insider training, related party transactions and other key policies. Our Governance officers are responsible for monitoring and reporting on the extent to which our ethics and anti-corruption policies are integrated into our business activities and adhered to by employees and directors, to ensure that we self-correct and make improvements where necessary, so that we may maintain our strong stance on anti-corruption. We are committed to the global fight against corruption, we actively participate in this fight through our membership and active participation in local and international organisations. We are members of the



Governance

Partnering against Corruption Initiative (PACI) of the World Economic Forum, The United Nations Global Compact (UNGC) and the Convention on Business Integrity Communication and Training on Anticorruption Policies and Procedures

All directors and employees within the Group are required to undertake an annual re-certification exercise, which involves a web-based training and recertification on the Group Code of Business Conduct and Ethics. In 2020, all directors and employees successfully completed the exercise. The annual re-certification process is mandatory for all directors and employees to reaffirm their dedication to the Company's Code of Corporate Governance and Ethics and refresh their understanding and commitment to the Code. After completing the training, individuals are required to undergo a test to ensure that the information has been effectively assimilated. New employees receive training on Oando's Code of Corporate Governance and Ethics, within the first month of employment as part of their induction programme.

Where an individual fails the test, they are required to review the training information before retaking the test until they can attain the minimum standard required for the year. To maintain awareness and promote a compliant culture in the Company, townhalls, on-site training sessions, periodic electronic-based information platforms and in-person meetings and discussions with the Chief Compliance Officer and members of the Governance and Compliance Office are arranged and held throughout the year.



Governance

The Nigerian Corporate Code of Corporate Governance issued by the FRCN requires the internal audit unit to report directly to the Audit Committee of the Board and administratively to the Group Chief Executive (GCE). The unit's reporting to the Audit Committee contributes significantly to its independent status within the organization. In addition, the Head, Internal Audit has direct and unrestricted access to the Chair of the Audit Committee as well as the Chairman of the Board, as recommended by the Nigerian Code of Corporate Governance. The Audit Committee is able to hold separate meetings with the Head, Internal Audit in the absence of management, in accordance with the Nigerian Code of Corporate Governance. Furthermore, the Audit Committee is also saddled with the responsibility of reviewing the performance of the Internal Audit Function as well the remuneration of the Head Internal Audit.

The Internal Audit Unit adopts a risk-based approach in developing the plan of activities and reviews to be performed in a financial year. The risk-based audit plan links internal audit's activities to

the Company's overall risk management framework thereby allowing the unit to provide assurance to the Board of Directors that management's risk management processes are effective, in relation to the Company's risk appetite. The audit plan is reviewed and approved by the Audit Committee.

A written report is prepared and issued by Internal Audit at the conclusion of each audit engagement, and such report is distributed as considered appropriate. Aggregated significant issues are reported to the Audit Committee and the Group Chief Executive periodically. This is done at least once a quarter or more frequently, as mandated by the Audit Committee.

During the period, nine (9) critical concerns were communicated to the Audit Committee. The Audit Committee and Board of Directors engaged the executive management to ensure the prompt remediation of the issues identified. The table below shows the nature of critical concerns communicated to the Audit Committee during the period.

Nature of Critical Concerns	No. of Critical Concerns
Governance /Strategy	6
Financial Exposure /Misstatement	3
Total	9

All nine (9) issues reported have been appropriately remediated by management with adequate measures put in place to address the outstanding issues.

A photograph of construction workers on a steel-reinforced roof at sunset. The scene is backlit by the sun, creating a silhouette effect. In the foreground, a worker in a yellow safety vest and blue gloves is bent over, working on the rebar. Other workers in white shirts and hard hats are visible in the background. The image is overlaid with a teal and blue gradient and a white curved shape.

**GENDER EQUALITY,
DECENT WORK,
ECONOMIC GROWTH
AND REDUCED
INEQUALITIES**



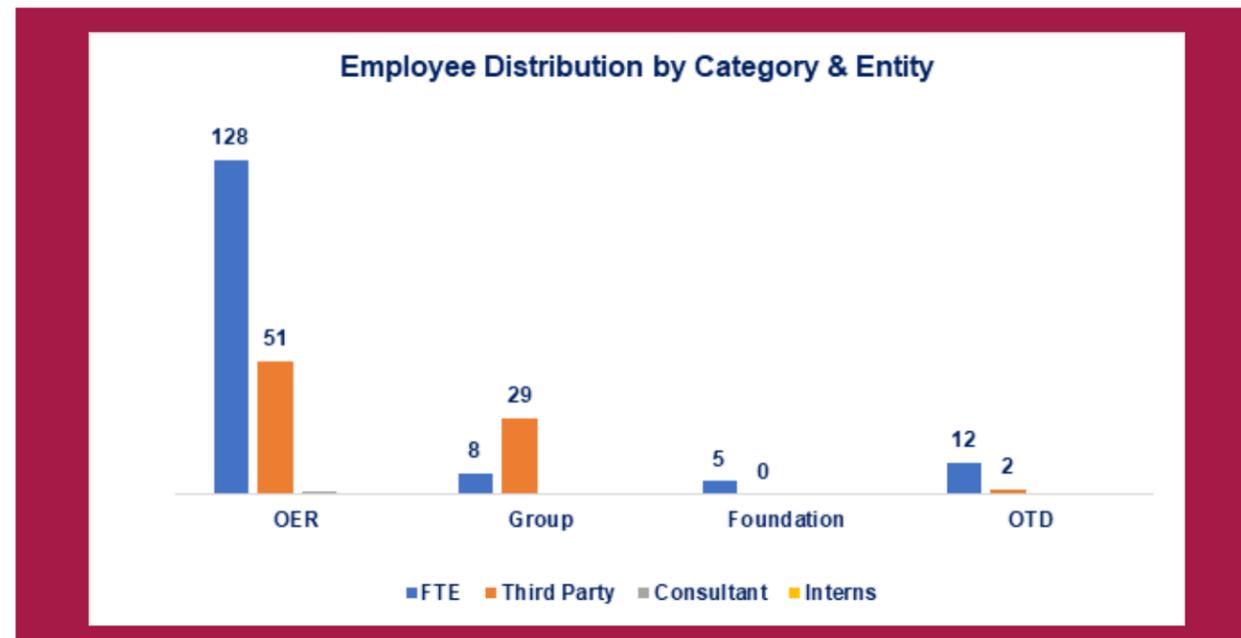
Human Capital Management

Organizational Profile

Our focus for the reporting year was to maintain Oando's standing as a great place to work, while striving particularly to uphold SDG 5 (Gender Equality), SDG 8 (Decent work and Economic Growth) and SDG 10 (Reduced Inequalities). We focused on achieving this through optimizing, automating, and updating our policies, processes and procedures while providing valuable training through the Oando Academy to provide in-house Learning and Development opportunities for employees.

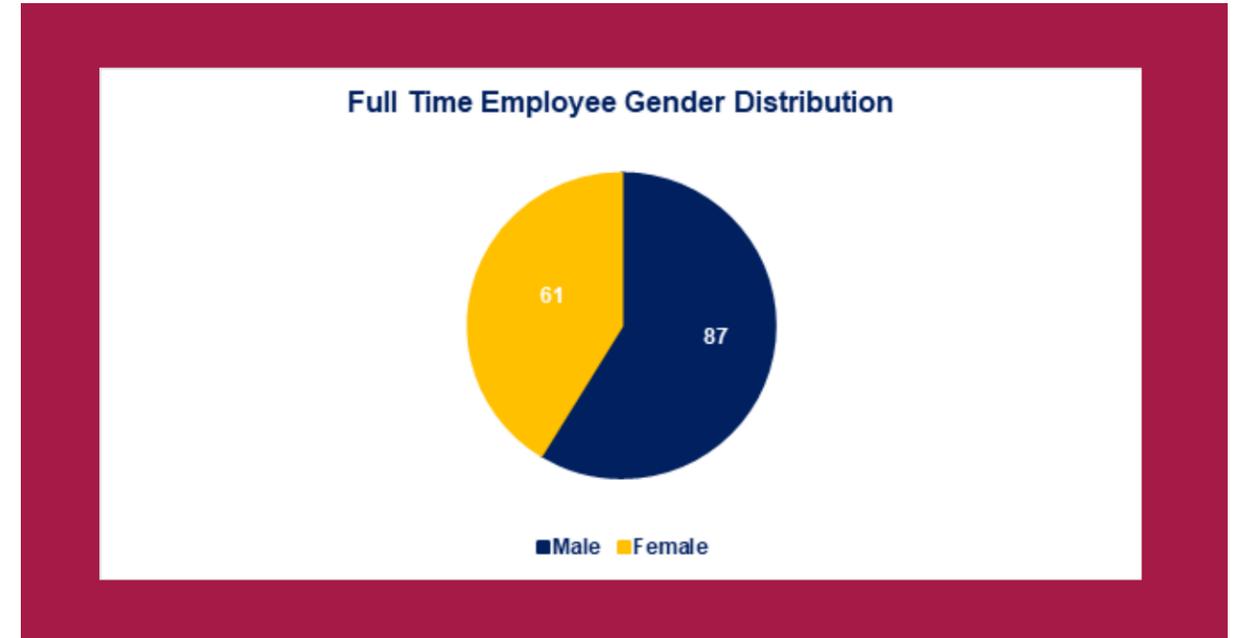
Total Employees by Entity

Total Employees Count					
Employment Category	OER				Total
Full Time Employees	128	8	5	12	148
Third Party	51	29	0	2	82
Consultant	1	0	0	0	1
Interns	0	0	0	0	0
Total	180	37	5	14	231



Oando is an equal opportunity employer, committed to enhancing SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities) and as such, our selection and recruitment process is based on the skills and knowledge applicants display with regard to the job.

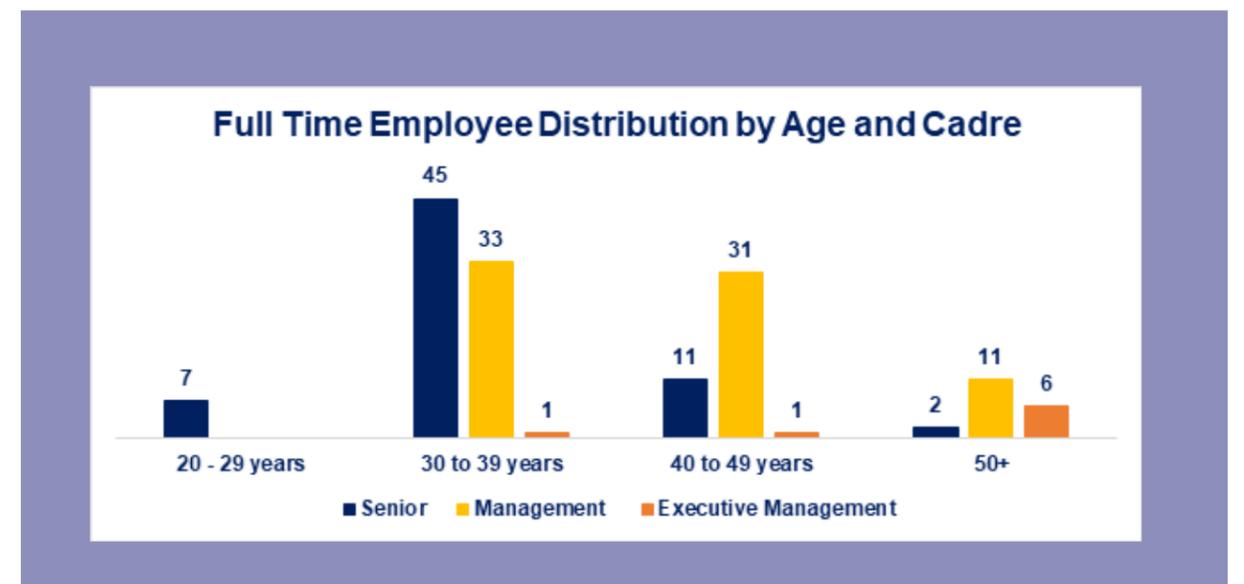
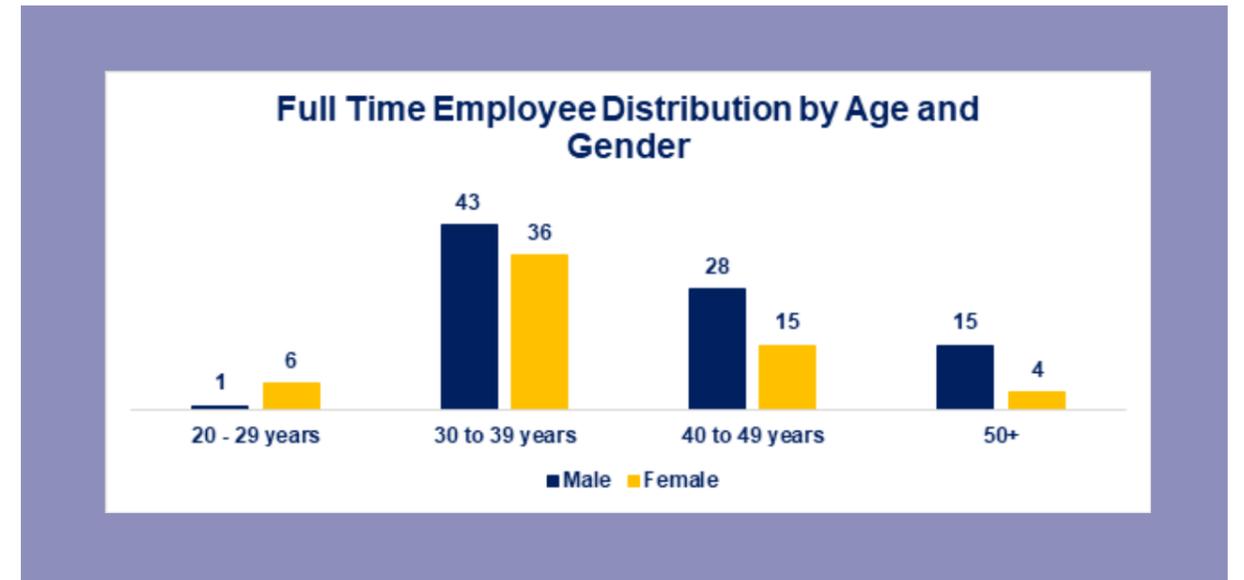
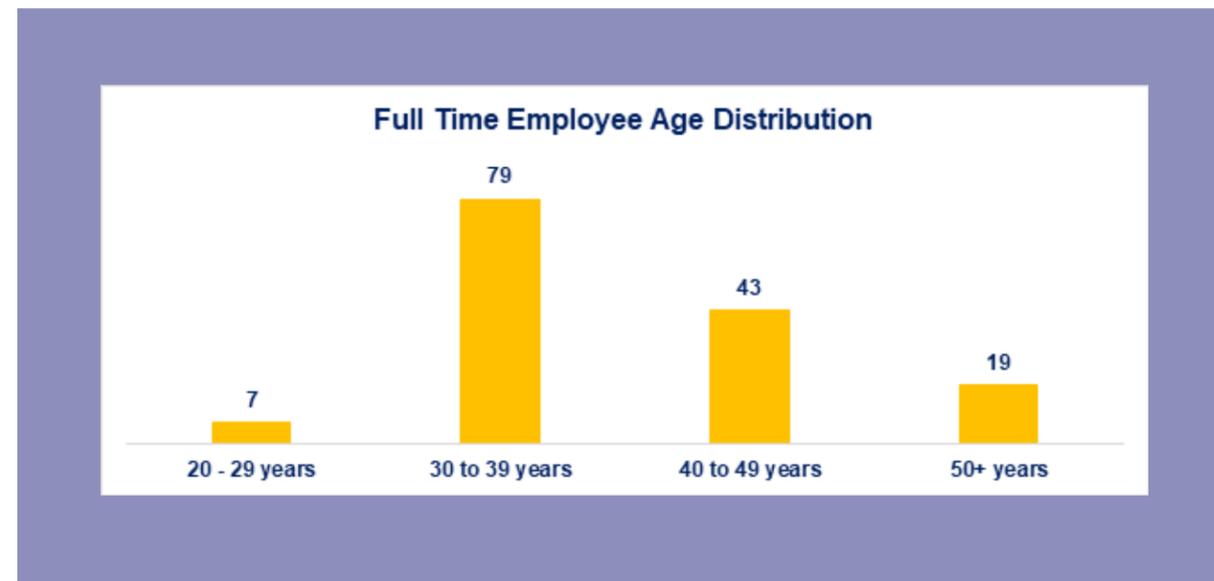
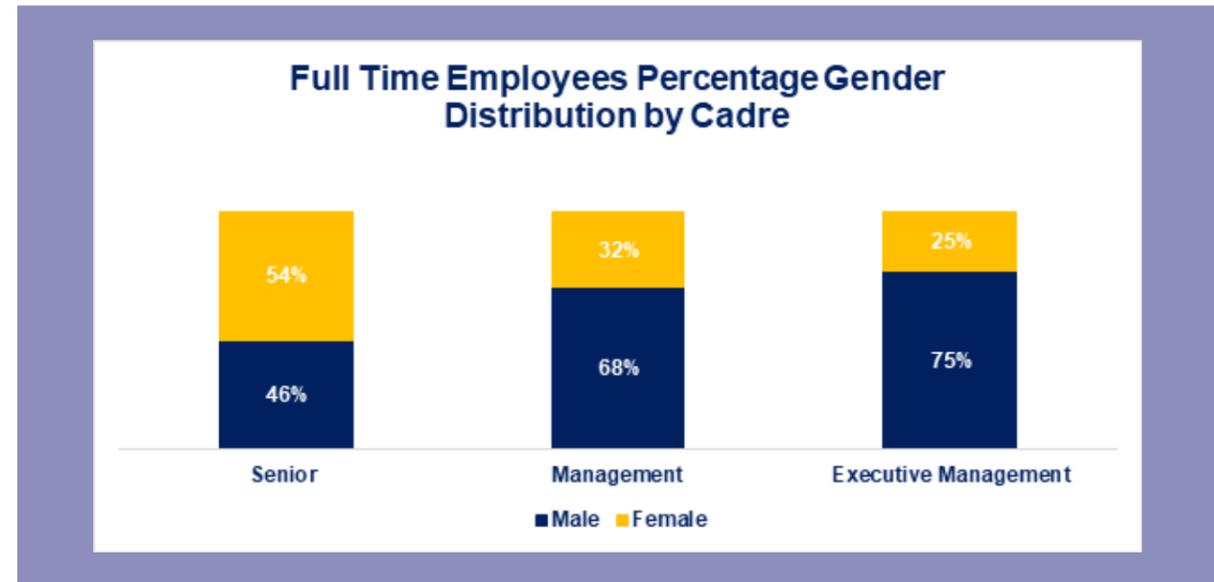
Demography



Full Time Employee Gender Distribution by Cadre			
Gender	Senior	Management	Executive Management
Male	30	51	6
Female	35	24	2
Total	65	75	8



Human Capital Management



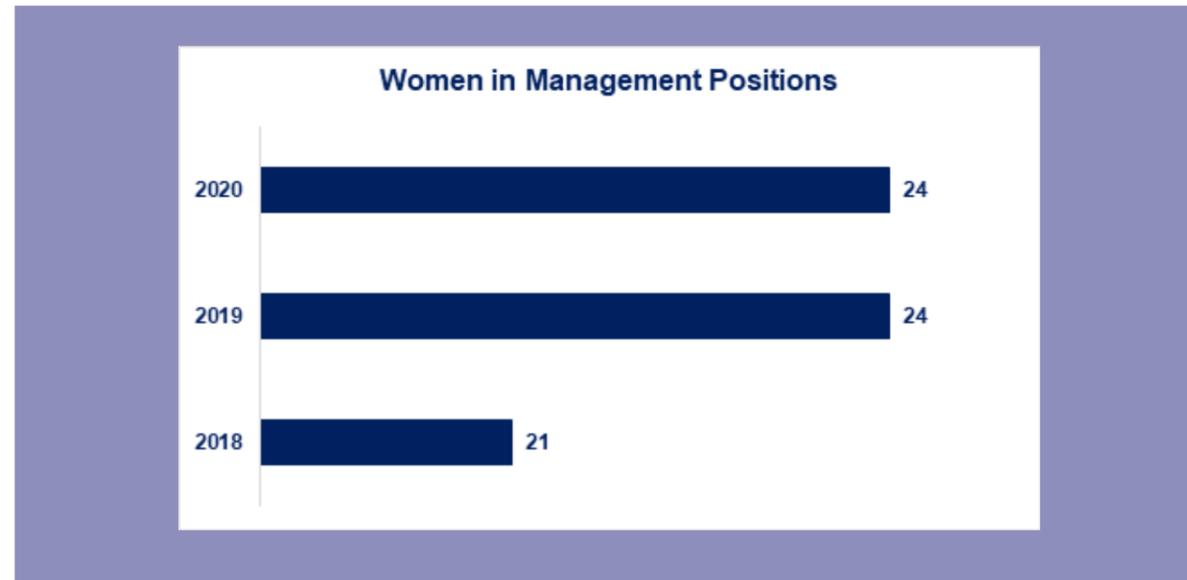
The diagram above shows how diverse and young the organization's workforce currently is. This diverse and dynamic attribute helps to improve employee retention, drive better workplace acceptance and boost morale amongst employees.

Gender Equality, Decent Work, Economic Growth and Reduced Inequalities



Human Capital Management

Trend Analysis – Growth of Women in Management Positions



Recruitment and Turnover						
2020 New Hires						
	20 - 29 years	30 - 39 years	40 - 49 years	50+ years	Total	Hire Rate
Male	1	3	0	0	6	4%
Female	0	2	0	0		

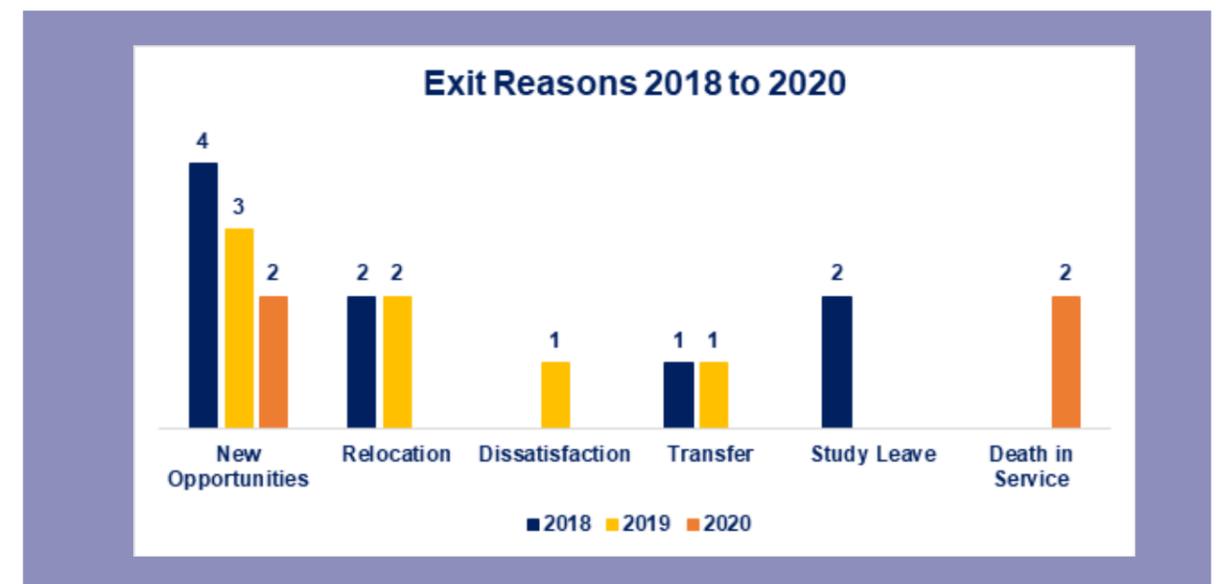
In 2020, the Company employed six(6) full time employees across Trading Business Development, Internal Audit, Technical, Supply Chain, and the Chief Operating Officer's office. There was a 57% decrease from recruitment in 2019.

Below is a comparison of the gender distribution of employees hired in 2019 versus 2020.

Year	Gender	2019	2020
2018	Male	9	4
2019	Female	5	2

2020 Employee Turnover						
	20 - 29 years	30 - 39 years	40 - 49 years	50+ years	Total	Attrition Rate
Male	0	1	0	0	4	2.80%
Female	0	2	1	0		

The Organization recorded a total of 4 exits in 2020 compared to six(6) exits in 2019. Two of the exits during the reporting year were due to new opportunities and unfortunately 2 of the exits were as a result of death.





Remuneration, Benefits & Employee Welfare

In line with SDG 8 (Decent work and Economic growth), our 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.

As part of our great place to work strategy, healthcare coverage was improved to include more health insurance options including a second international provider. Our social subscription benefit was also expanded to allow employees enjoy spa treatments, music/dance classes and additional professional subscriptions for better work-life effectiveness. This helped our employees cope with the mental stress associated with the global pandemic.

The year 2020 was a different year, coupled with the uncertainties of a global pandemic. The Human Capital Management team drove a lot of process improvement activities to better enhance the Company's employees experience. A Remote Work Policy was introduced amongst other employee welfare initiatives like the Employee Assistance Program (EAP).

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

- Pension
- Group Life Insurance
- Health 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 participates in the mandatory pension scheme as guided by the Pension Reform Act 2014. The Company continues to pay 14.2% of gross pay as its contribution to the Pension Fund Account of each employee, which is 4.2% above the 10% recommendation of the Act, while the employee contributes 8% of their gross pay into the same scheme. This serves as our participation in retirement plans and gives our employees some comfort for life after work.

Oando also engages Third Party Outsourcers for temporary/or part time employees to aid its operations and ensure that the organizations it engages, provide their employees with adequate benefits including but not limited to:

- Life Insurance
- Health Care
- Annual Leave
- End of year allowance

- NHF and ITF
- Pension

Learning and Development

Oando considers employees one of its most valuable assets and continually strives to offer a diverse range of developmental programs and opportunities for personal growth to ensure continuous learning, improved performance on the job and knowledge transference. As with a lot of planned activities, the uncertainties associated with the pandemic and various cycles of lockdown periods, hampered the full implementation and approval of a traditional training plan for 2020. The organization, however leveraged on subject matter experts within the company and externally to deliver sixteen (16) learning sessions covering various business essential and technical skills via the Oando Academy, a vehicle which was created to drive the Company's stance on Learning and Development in-house. A total of 116 employees across all cadres were trained during the year which accounts for 78% of the organization.

We also launched the pilot phase of the Job Mobility program - a learning initiative, which encourages experiential knowledge via temporarily moving employees to other department to broaden their knowledge and gain transferrable/ additional skills. This phase was kickstarted with 5 individuals to promote on the job learning and knowledge transference in the organization. The pilot phase was successful, and the program will be open to more employees in 2021 with a target of having over 70% of the entire workforce participate by 2025.

Performance and Talent Management

Oando believes in open and honest communication - we strive to provide employees with consistent engagement, clear job descriptions, career paths, and

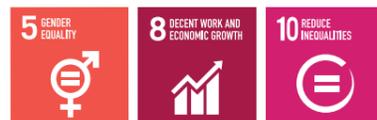
feedback. Our effective performance management process ensures that employees' individual goals are always aligned with the organization's goals. This is achieved through our usual bi-annual objective setting exercise, which is done from top to bottom (manager to employee) and the subsequent performance evaluations conducted at the end of each period to assess overall goal achievement. The process is continuous and Oando constantly encourages clear communication among employees to boost engagement and productivity, which in turn drives employee performance by creating a positive and safe work environment.

Other Stakeholders

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

- Know who our stakeholders are;
- Identify the impact of every stakeholder to the business and vice versa;
- Prioritize our stakeholders based on their respective impact on the business;
- Adequately understand what our key stakeholder concerns & issues are;
- Resolve or manage the stakeholder concerns identified; and
- Update stakeholders on resolutions to their concerns; and advance improvements.

Maintaining a close dialogue with our principal stakeholder groups is a central part of Oando's sustainability work. The key stakeholder groups have been identified as those that are most affected by our operations, as well as have a high degree of influence over the Company's activities and decision-making processes.



Remuneration, Benefits & Employee Welfare

For 2020, we have maintained the identification and classification of 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 – provide more options, robustness of packages. Remuneration and benefits – Performance management-effective measurement of performance; grievances.	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. Employees are constantly engaged to better understand their contractual terms, benefits available to them and ways to better enhance the organizations EVP (Employee Value Proposition). The Company undertakes a biannual appraisal cycle based on corporate objectives for the year in view which is managed by the HCM team.
Outsourcing Companies	Third party contractors	Emails, in-person meetings, round table discussions.	Aligning with corporate culture, business goals and strategy.	HCM includes all outsourced staff in town hall meetings where general matters refer. 3rd Party contractors undergo a level of induction to familiarize them with the Company objectives, its policies and culture.
Vendors and Business Partners	-Training Facilitators	Email and phone calls.	Value add 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 organizational reports and drive implementation of policies.
Investors & Shareholders	Investors & shareholders	Emails, phone calls, face to face meetings.	Transparency.	Ensure consistent communication and effective communication.
Governments and Regulators	DPR, FIRS, etc.	Emails, phone calls, face to face meetings.	Compliance, Payments.	Consistent follow up the finance team to ensure payments are made in a timely manner.

Targets and Data		
2020 Targets	2019 outcome and comments	2021 Targets
Recruitment	<ul style="list-style-type: none"> Closed out recruitment for 100% of vacancies approved for recruitment 	Revisit Oando Graduate Acceleration Program (OGAP) Recruitment for the outstanding vacancies if unfrozen by management
Talent Management	<ul style="list-style-type: none"> Loaded job descriptions for all roles on Oracle fusion. Launched Oando Academy website. Completed 100% of scheduled learning on the Oando Academy series for the year. Launched the Job mobility program. 	Increase number of learning sessions from previous year and leverage external relationships to deliver learnings.
HRIS	<ul style="list-style-type: none"> Successfully launched various HCM platforms such as: Additional Personal Information form HCM Helpdesk Reimbursement form on fusion HMO platform on fusion Completion of PM on the Go platform 	Improve HR efficiency and efficacy for optimized service delivery by automating more processes.

**GENDER
EQUALITY,
SUSTAINABLE
CITIES AND
COMMUNITIES,
RESPONSIBLE
CONSUMPTION AND
PRODUCTION**



Gender Equality, Sustainable cities and Communities, Responsible Consumption and Production



Organizational Profile

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.

For Oando direct procurement, engagement with vendors is limited to the purchase and delivery aspects of goods and services due to the volume of purchases in monetary terms. For engagements under Joint Venture/Product Sharing Contracts, the entire supply chain from production to logistics and actual delivery of goods and services are monitored to ensure compliance with the preservation of people, planet, and profit.

COVID-19 Response

It is pertinent to highlight our contribution to the actions taken by the Company during the COVID-19 pandemic. In line with the Company's campaign efforts on the COVID-19 crisis, the initiatives below indicate the manner in which the Supply Chain Management Unit has responded and continues to respond to help "build back" our future:

- We proactively sourced for the best in relevant fields that can respond to the various needs that the COVID-19 pandemic might present, actively engaging with the suppliers to ensure Oando's needs were prioritized and promptly attended to, despite the high demand for their services.
- Collaborated with user departments to ensure overall company objectives were/are achieved; while communicating detailed scope of deliverables to suppliers, in order to minimize bottlenecks.
- Actively maintained a strong bargaining power with all our suppliers during the COVID-19 pandemics, by forecasting and negotiating reasonable buy up capacities with suppliers and avoiding increasing cost fluctuations stemming from high demand and freight fees due to government restrictions.

- Conducting monthly in-house trainings for our drivers in all locations, closing out all identified gaps and ensuring the safety of all concerned personnel.
- Due to the learnings from the outbreak and in response to shifting realities, our supply chain operations have moved towards a more proactive approach, resulting in the review of our procedures for approval and implementation by the Board in 2021.

Sustainability Strategy

GOAL 5: Gender Equality

Target - Ensure women's full and effective participation and equal opportunities for leadership at all levels as well as prioritize support for women owned/managed businesses

- As a gender-responsive procurement unit, in 2020, we identified strategies that effectively consider gender equality and women empowerment standards in our vendor selection/contract processes for implementation in 2021.
- In line with GRI's standards for Gender Equality, and with the understanding that women can be a force for change, the OER Supply Chain is a women only team who on a daily basis deliver on their tasks and achieve a positive work life balance.

GOAL 11: Sustainable Cities and Communities

Target - Promote the support for local content development and small/medium -scale industrial integration into value chains and markets.

- Our support for Local content development as well as Small and Medium Sized enterprises is evident in the number of contracts awarded to organizations in these categories against the number of Large and/or Multinational Corporations engaged; about 70% of our General & Administrative expense contracts are

GOAL 12: Responsible Consumption and Production

Target - Achieve the sustainable management and efficient use of natural resources.

- Our Green Procurement focus has targeted a reduction in the purchase of plastic bottled water and drinks as a start with the aim to use only ecofriendly packages in the future. The use of re-useable cups and containers for portable water is greatly encouraged. This is our way of helping the environment through reduced waste, thereby contributing to the overall company's recycling efforts currently in place.



Stakeholder Engagement

Our stakeholders are both internal and external. For our internal stakeholders, we liaise with the user department(s), Finance department and the Governance Office, Executive Management and the Board of directors, while our external stakeholders include but are not limited to the regulatory agencies (National Petroleum Investment Management Services, Nigerian Content Development and Monitoring Board), JV Partners, bidders/vendors, banks and tax authorities.

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/ issues raised	Resolution Strategies
Requesting Departments	<ul style="list-style-type: none"> Requisitions Scope of Work Key Performance Indicators Technical Evaluation Receipting 	<ul style="list-style-type: none"> Emails Meetings Phone calls 	<ul style="list-style-type: none"> Knowledge gap/ lack of awareness with current procurement processes/ policies 	<ul style="list-style-type: none"> Proactively engage user departments to annually develop a contracting plan. Organize interactive forums to explain our procurement processes.
Governance Office	<ul style="list-style-type: none"> Due Diligence on the registration of new vendors. Approvals/ penalties for Retrospective Purchases. Monitoring Compliance with procurement unit. 	<ul style="list-style-type: none"> Emails. Meetings. Phone calls. 	<ul style="list-style-type: none"> Compliance with company processes by external partners. 	<ul style="list-style-type: none"> Successful engagement of internal and external stakeholders. Ensure statutory compliance by external partners
Finance Dept	<ul style="list-style-type: none"> Payment for goods and services in line with the Oando Payment Policy Remittance of WHT and VAT. 	<ul style="list-style-type: none"> Emails. Meetings. Phone calls. 	<ul style="list-style-type: none"> Sensitization of external stakeholders on statutory tax obligations. 	<ul style="list-style-type: none"> Collaborate with the Finance Unit to reduce payments in violation of the Procurement Policy.

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/ issues raised	Resolution Strategies
JVs/ PSCs/ Government Parastatals	<ul style="list-style-type: none"> Subcommittee Audits. Joint Evaluations for Tenders. Joint Approval for Contract Awards. Joint Factory Acceptance Tests. 	<ul style="list-style-type: none"> Emails. Phone calls. Meetings. Audits. 	<ul style="list-style-type: none"> Delayed Budget Performance and Realignment exercises. Review of contract strategies that will deliver goods and services in time for project execution. 	<ul style="list-style-type: none"> Periodic reviews to ensure no budget overrun in Oando Direct cost. Prompt review of budget and performance for JV Assets. Conduct SME Development and market surveys / benchmark exercises conducted for cost optimization
Vendors	<ul style="list-style-type: none"> Provision of Statutory documents for Vendor Due diligence and registration. Satisfactory delivery of goods and services. Competence of Vendors. 	<ul style="list-style-type: none"> Emails. Phone calls. Meetings. Audits. 	<ul style="list-style-type: none"> Compliance with company procurement processes. Rigid payment terms 	<ul style="list-style-type: none"> Proactive vendor engagement to deliver quality services and implement projects without undue variations. Design and implementation of flexible payment plans to prevent service downtime.

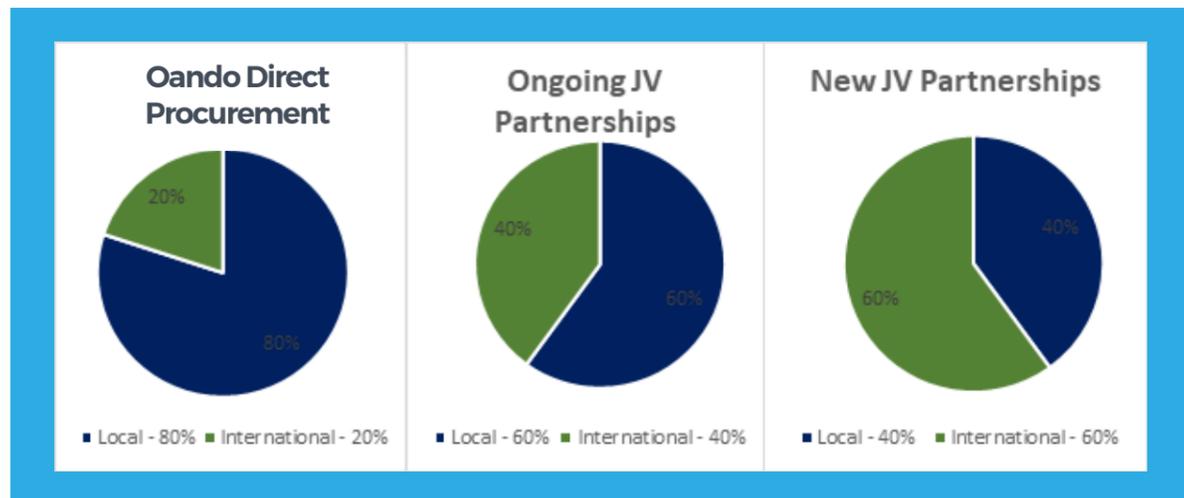
Our approach to stakeholder engagement is one of mutual respect; adherence to laws, company policies and procedures; and active engagement with all stakeholders. We regularly try to identify and address issues that can hamper smooth operations and relationships with our stakeholders. For example, the recategorization of vendors to ensure the right information is obtained and disseminated to the right audience.

We understand the importance of periodic audits as a form of supply chain process management. There are both internal and external audits to ensure statutory compliance. It is worthy of note that we have had no negative ratings in the audited period. Our procurement practices are critical and material for success to avoid negative impacts such as loss of revenue or reputational damage.



Local Suppliers

The proportion of spending on local suppliers for Oando direct procurement is about 80% of the budget, which is spent locally (in Nigeria) while on the JV side, about 60% is spent locally (in Nigeria) for existing project operations and maintenance. For new projects about 60% is spent internationally as a result of the importation of equipment.



ENERGY

Oando is an oil and gas company focused on exploration and production of oil and gas which are ultimately used to generate energy of some form or the other.

In our various offices, energy is material and essential to our everyday business activities - without it, business cannot continue. Energy is managed with the use of motion sensitive lights and water system. With these systems, great efficiency is achieved.

TRANSPORT

Transport systems are material to the business. As a result of the COVID-19 pandemic, movement was limited in 2020. However limited, Oando used, air, land, water transportation systems to transact business and move personnel only and strictly when required. On the JV side, the use of vehicles, helicopters and boats for transportation of personnel and equipment to and from project locations were deployed as required only.

Our overall efficiency optimization has resulted in a reduction in the cost of running transport systems derived from direct & improved coordination of logistics with services providers, collaboration with our Partners as well as renegotiation of contracts.

WATER

The source of water consumed in the Company's office is ground water obtained from boreholes constructed by the Company. For the conservation of water, we also deploy the use of motion sensor taps in all its rest rooms.

CHILD LABOR

We latch on to the Company's policy on human rights, which prohibits engagement with vendors that may engage in child labour. Our agreements with vendors and business partners also contain commitments to the protection of human rights and prohibition of all kinds of child or forced labour.

2020 Targets	2020 Outcome and Comment	2021 Targets
JV Cost Optimization <ul style="list-style-type: none"> Complete & roll-out Non-Operated Venture Expenditure Management System (NOVEM) on Legacy assets. Quarterly meetings to review deliverables. This will be matched with performance at the end of the quarter. In conjunction with Nigerian Petroleum Development Company (NPDC) Other JVs and Production Sharing Contract strategic engagements. Contract awards happening in line with the Tender Process. 	<ul style="list-style-type: none"> Cost savings and optimization achieved in new and running contracts to the tune of \$33.6M. Prompt use of INTERCALM on Legacy asset for budgeting and cash-call reviews. Ensured no negative impact on business is recorded from tax or royalty situation by providing Supply Chain support. No budget overrun in OER Direct cost. Prompt review of budget and performance for JV Assets. 	Continuous JV Cost Optimization <ul style="list-style-type: none"> Quarterly meetings to review deliverables. This will be matched with performance at the end of the quarter. In conjunction with NPDC. Other JVs and Production Sharing Contract strategic engagements. Contract awards happening in line with the Tender Process.
Supplier Management <ul style="list-style-type: none"> Vendor Database Reclassification. Database cleanup to eliminate duplicate entries. Supplier Portal Modification. 	<ul style="list-style-type: none"> Collaborated with the IT team resulting in over 70% average efficiency gains on Fusion. Improved data processing and analysis of Supply Chain infolet Better strategic decision making 	Global Best Practice <ul style="list-style-type: none"> Conduct and implement Gender Responsive Procurement Audit on existing vendor database and future engagements. Implement Green/Sustainable Procurement
Various Audits – Internal & External <ul style="list-style-type: none"> Procedure and Policy Audit compliance. ISO 27001 Surveillance Audit. Nigeria Data Protection Regulation (NDPR) Audit OTSL 2017 Audit. JV Audit Planning. 	<ul style="list-style-type: none"> All audits successfully completed with NO EXCEPTIONS. 	Continuous Improvements <ul style="list-style-type: none"> Supplier Risk Management. Oracle Fusion Optimization. Logistics Platform Automation.

**INFORMATION
TECHNOLOGY
AS A TOOL FOR
SUSTAINABLE
DEVELOPMENT**



Information Technology as a tool for sustainable development



Information Technology

This section of the report focuses on the governance, environmental, and social impact of our Information Technology [IT] and Services as a business enabler in alignment with the strategic objectives of the organization, which include driving sustainability practices into our operations. It summarizes the Information Technology operating model, strategic goals, resources, initiatives, and, more importantly, how key sustainability considerations are integral to all our decision-making processes to guarantee safe, efficient, and responsible outcomes.

2020 witnessed progress of the Information Technology (IT) department in a constantly changing world. We proactively supported the business across physical and geographical boundaries during the ongoing pandemic, while continuously taking practical steps to scale tomorrow's innovation and thrive in a post pandemic era.

We made further progress on our transformation agenda in line with our digital ambition. This was achieved through the implementation of programs that strengthened our information technology infrastructure, aligned our risk management framework to best global standard to improve our business continuity and disaster readiness, whilst implementing additional data privacy controls in compliance with National and Global Data Protection Regulations.

Centered around these achievements are the IT goals and guiding principles, a unique focus on the collaborative efforts of our people, agility in our processes and our business-aligned technology digital transformation distribution strategy powering innovation and business efficiency.



Some of the strategic actions taken to further our digital transformation agenda in 2020 are stated in the table below:

2020 Targets	2020 Outcome and Comment	2021 Targets
Cloud Implement additional security controls across the cloud	Additional security and data privacy controls implemented.	Implement additional data security and privacy controls based on the output of a cloud risk assessment and our Cyber Security Roadmap.
Information management System <ul style="list-style-type: none"> Complete ISO 27001 certification project. Develop technology strategy to achieve compliance to new regulation (NITDA, General Data Protection Regulation (GDPR)). Complete the remediation of identified areas of improvement. 	<ul style="list-style-type: none"> ISO 27001 certification and Nigeria Information Technology Development Agency (NITDA) Nigeria Data Protection Regulation (NDPR) compliance delivered successfully. Identified areas of improvement progressed 	Implement privacy standard/framework (National Institute of Standard and Technology, (NIST) International Organisation for Standardisation (ISO))
Data Analytics and Automation Extend Business Process Automation to Finance, Accounting, Asset Management and Management Reporting functions	Identified process automated with over 60% average efficiency gains across all functions.	<ul style="list-style-type: none"> Extend Robotics Process Automation (RPA) to other business and IT operations Consolidate identified business applications
Knowledge Management <ul style="list-style-type: none"> Continue Cyber Education for employees and strategic vendors leveraging modern tactics. Launch e-learning platform. 	<ul style="list-style-type: none"> Security awareness delivered to all employees and service providers - 100% participation in periodic assessment achieved. Improved threat reporting recorded by both employees and vendors. E-learning platform launched and rolled out - 100% audience participation for all registered courses. 	<ul style="list-style-type: none"> Continue Cyber Education for employees and strategic vendors leveraging modern tactics and gamification. Launch the mobile learning platform.

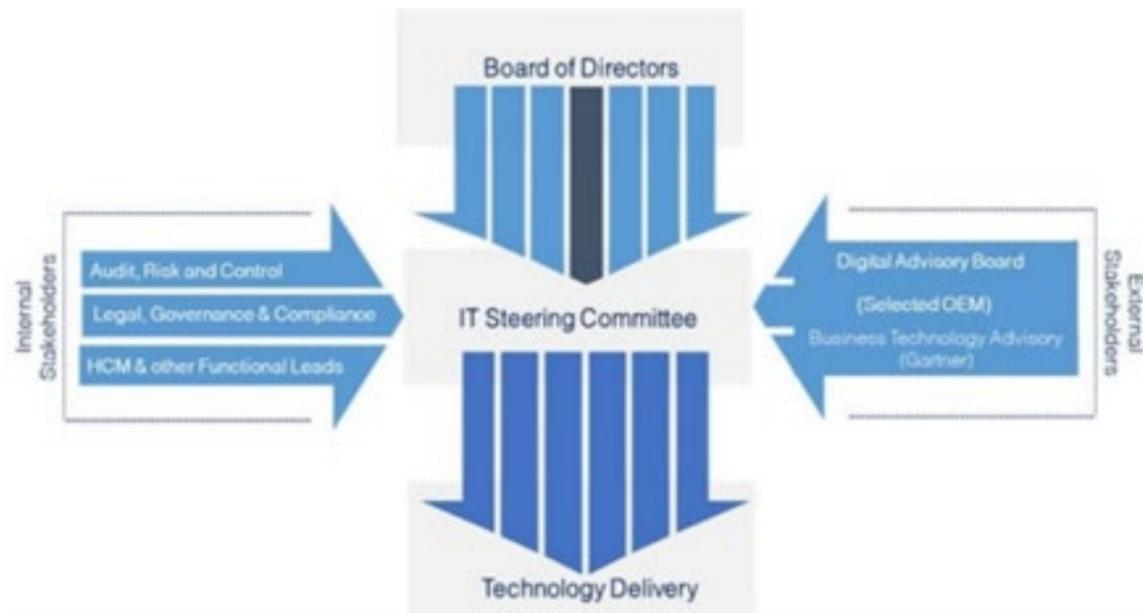
The sustainable strategic programs and initiatives stated in this report were underpinned by a robust governance committee – the IT Steering Committee, membership of which includes senior business leaders with the mandate, amongst others, to ensure business and IT alignment.

Information Technology as a tool for sustainable development



The governance of Information Technology within the Company remains critical to the success of the business operations and integral to our continuous innovation and digital transformation whilst being a part of the overall Enterprise Governance. A vital element of the governance and management of enterprise IT is the IT Steering Committee - a critical building block that is constituted of upper management and the Board. Amongst others, the mandate of the Committee is to provide direction setting and ensure the effective and efficient use of IT in enabling the Company to achieve its goals.

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



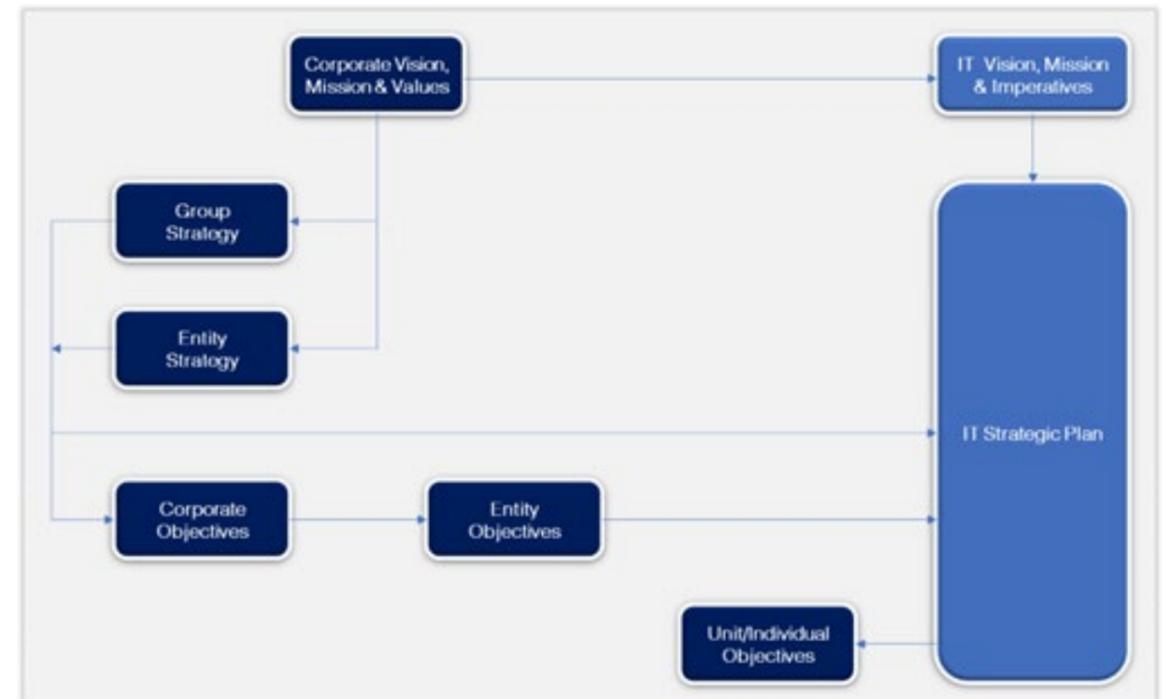
Information Technology as a tool for sustainable development



In alignment with the direction set by the IT Steering Committee, the management of IT plan, build, run and monitor initiatives geared towards the achievement of the Company's corporate objectives. This is done by referencing global standards, frameworks and methodologies in IT architecture, Operations, Service delivery, Security, Privacy, Business Continuity, Agile and DevOps practices.

IT PLANNING PROCESS

The planning process maintains a direct line-of-sight with the business and is periodically recalibrated to establish, plan, execute and monitor performance. As depicted below, a corporate view of the technology imperatives and performance measures are developed through a direct feed from the strategic business objectives.





POLICIES

In 2019, the IT Policy Compendium was reviewed, updated and approved to reflect alignment with ISO 27001 best practice and control requirements in response to the changing data protection regulations globally. This foresight ensured that in 2020, the firm had a seamless compliance with the requirements of the Nigeria Information Technology Development Agency (NITDA) and Nigeria Data Protection Regulation (NDPR) 2019.

The policy manual establishes the Information Technology [IT], Information Management [IM] and Information Security [IS] and Data Protection [DP] policies and guidelines required for appropriately identifying information resources and business requirements while ensuring that these are adequately protected. The policy also stipulates IT Service Operation guidelines and requirements to govern IT Service Management. The policy takes into cognizance the industry best practices and how technology will be utilized to support its broad objectives. Adherence to the policy, safeguards the integrity, confidentiality, and availability of Oando's information and the supporting Information Assets.

COMMITMENTS

The Information Technology team is committed to ensuring Oando leverages technology deployed securely and appropriately towards achieving its strategic agenda of capital restructure, increased revenue, cost management and operational excellence.

PEOPLE

Our people (Humans of Oando) have been pivotal to the growth and the impact of Information Technology [IT] and services on business operations. With two awards and recognitions in 2020 as the most collaborative team and the "O" team, our people continue to push the boundaries of technology innovations and emerging technologies to optimize and transform the business. Our talent pool is made up of a mix of experienced professionals with a quest to deliver quality IT services to the business. The roles include:



- Group Chief Corporate Services and Operations Officer
- Head, IT
- Service Delivery Manager
- Business Applications Manager
- Business Information Manager
- IT Security Lead
- Systems Administrators
- Security Administrators
- Business Information Coordinators
- Application Developers
- End-User Support
- Helpdesk Officers

With an unwavering passion and large appetite for knowledge we formalized our knowledge sharing campaign to upskill, and boost knowledge transfer and exchanges between IT employees.

PEOPLE CENTRIC IT- HELPDESK

The Helpdesk function serves as a first and single point of contact for all our users for IT service requests, request fulfilment and incident reports and resolutions. Our goal is to provide our users with a memorable and positive service experience first time, every time. As the satisfaction of our employees is key to the sustainability of our IT operations, we instituted a safe "IT-to-home" support for employees due to the pandemic in 2020. This is in addition to the 24hr service request and incident support provided, including during weekends and public holidays. In order to deliver improved services to our users, we also initiated a proactive call to all users and sought feedback for every service. Our Service Level Agreement (SLA) with the business and annual Customer Satisfaction Report (CSAT) noticed an improvement in performance to about 99% timely resolution of all requests and overall, 97% satisfaction level respectively.

GOALS, TARGETS, PROGRAMS, AND INITIATIVES

- Data Analytics and Automation: We extended business process



automation to various aspects of the business while leveraging Robotic Process Automation (RPA) and advanced analytics for management reporting. This resulted in the deployment of advanced enterprise analytics with highly interactive dashboards that provided descriptive and predictive insights necessary for faster and more informed business decisions. One of the vital automation programs developed was aimed at promoting sustained, inclusive and rewardable on-the go recognition of performance for employees in accordance with SDG 8 - productive employment and decent work for all our employees.

- **Cloud Messaging and Collaboration Platform:** In furtherance of our cloud migration journey, we rolled out emails, messaging and collaborations powered by a fit for purpose cloud platform, which improved meetings, voice, and web conferencing experiences. We extended the functionalities of the platform by leveraging its Artificial Intelligence powered email analytics to deliver daily briefings and insights on commitments, tasks, follow-ups and scheduled meetings to employees. This had significantly encouraging outcomes on communication and organizational productivity while maintaining our focus on the adoption of sustainable solutions in alignment with SDG 9: Industry, innovation, and infrastructure.
- **Information Security Management System (ISMS) Certification:** In the first quarter of 2021, we formally earned certification to the ISO 27001 - validating our commitment to the highest standard of information security management. In preparation for our first-year surveillance audit, we reassessed and upgraded our risk and security management systems based on a well-established framework and methodology. This involved the identification, control, and mitigation of evolving security risks and ultimately ensuring the continuous improvement of the security practices adopted within the organization. This was done to provide our stakeholders with a reassurance of our commitment to continuously improve the quality and stability of data security. Till date, we remain the first indigenous oil and gas company in Africa to be ISO 27001 certified.



- **Privacy and Data Protection Assessment:** We engaged a licensed Data Protection Compliance Organization (DPCO), Ernst and Young (“EY”) to conduct a current state assessment of data privacy and data protection practices within the firm. This was part of an overall compliance with the National Information Technology Development Agency (NITDA) Nigeria Data Protection Regulation (NDPR) 2019 engagement. The assessment was focused on the evaluation of our commitment to the principles of data protection in the processing of personal data of employees and other external stakeholders. This was conducted through a detailed review of policies, procedures and practices within the firm in accordance with the NDPR and other international data protection regulation such as the General Data Protection Regulation (GDPR.)
- **Cyber Security Acculturation Programs:** In addition to the periodic threat simulations and phishing campaigns which were integral to our massive organizational awareness and training, we introduced the use of gamification to improve cyber literacy and cyber consciousness amongst our workforce. This blended learning approach led to a record 100% participation and 100% completion of our cyber security training video and quiz. As a result of the evolving and increasing supply-chain cybersecurity risks, we extended our security awareness and training programs to include a bi-annual cybersecurity briefing to our critical service providers, contractors, vendors and partners.



Information Technology as a tool for sustainable development

Evaluation of IT Management Approach

EVALUATION OF IT MANAGEMENT APPROACH

On a bi-annual basis, the IT management approach for information systems is subject to a series of audit exercise. This is carried out to identify gaps in current procedures and processes, with reports being provided to executive management and monitoring of gaps till closure of the exercise.

This bi-annual audit of the IT management approach leads to;

- Closure of identified gaps and vulnerabilities;
- Updated processes and procedures;
- Policy amendments; and
- Updated risk registers.





Unprecedented events occur with some regularity, so be prepared.

- Seth Klarman

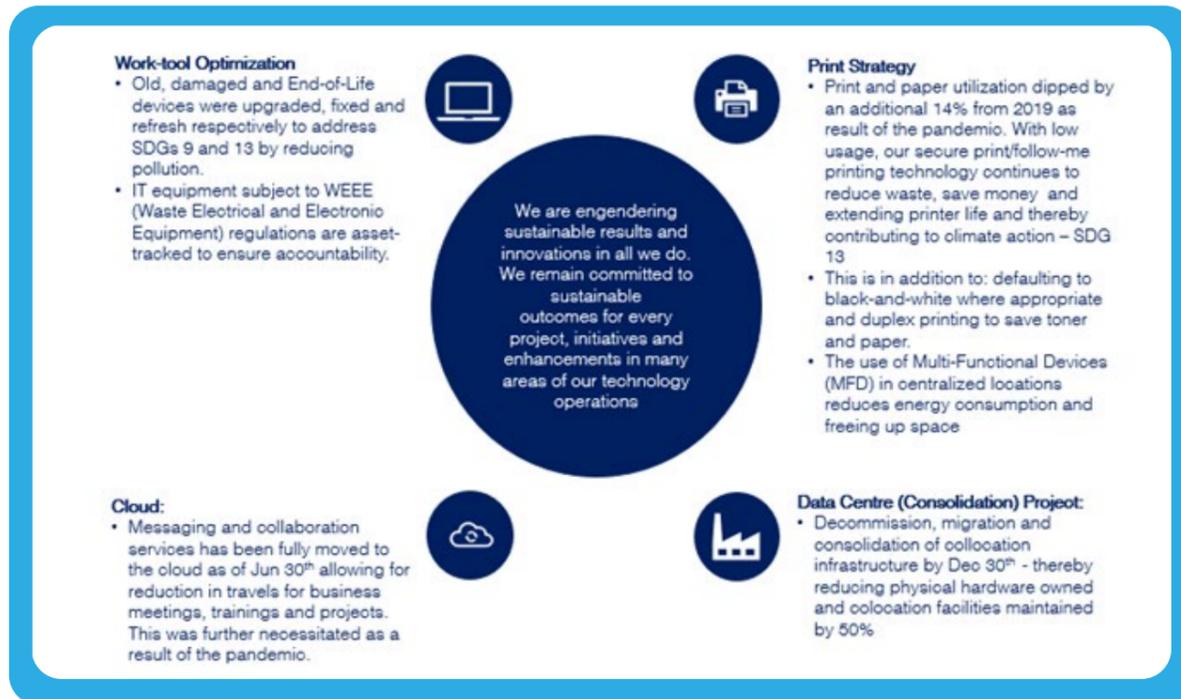
Information Technology and the Environment





Information Technology and the Environment

We are engendering sustainable results and innovations in all we do. We remain committed to sustainable outcomes for every project, initiative and enhancement in many areas of our technology operations.

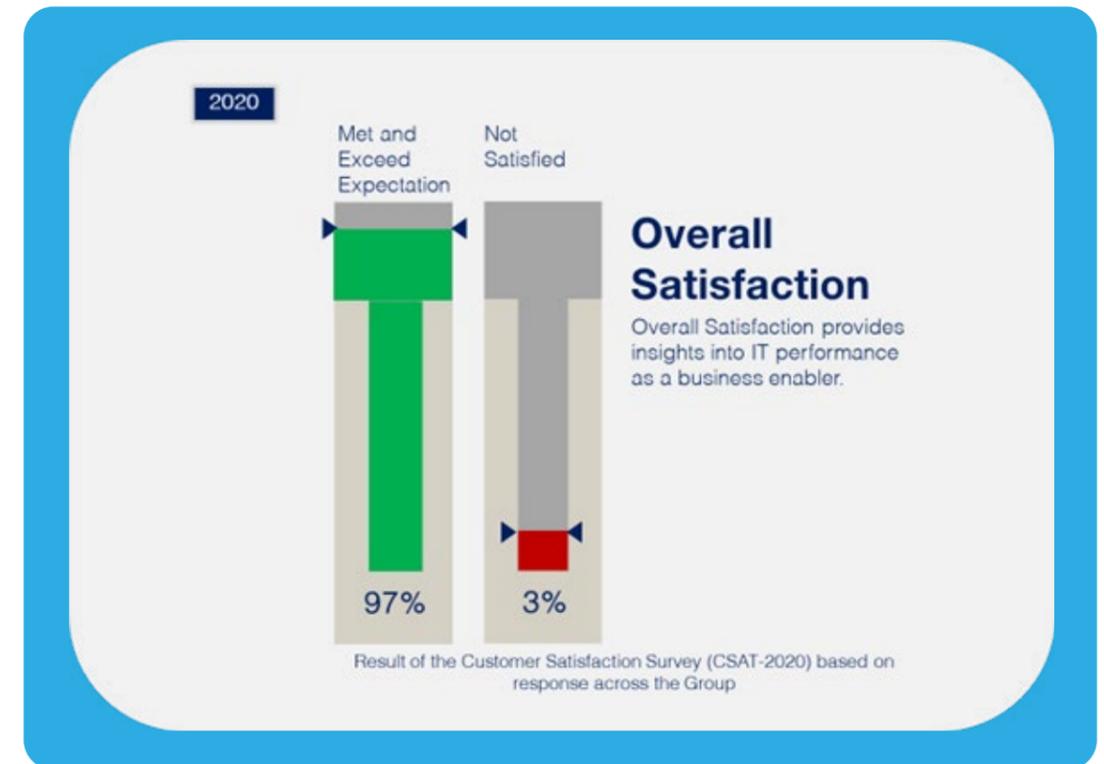


- CLOUD MIGRATION & DATA CENTRE CONSOLIDATION**
In line with our aim to combat climate change and protect our environment (SDG 13), our cloud strategy has led to a 50% reduction in the energy needs of our on-premise technology infrastructure, which is in line with our commitment to the environment. This also includes our data center consolidation project.
- CONTINUED PRINT CAMPAIGN**
Due to remote working as a result of the pandemic, there was notable reduction in the number of prints compared to the previous year. The paper usage in the organization was reduced by 80%.

- STANDARDIZED WEB CONFERENCING**
Further reduction on travel for business meetings, trainings and project implementation were enhanced due to remote working by 95% through the Company’s wide usage of web conferencing and collaboration tools.
- IT WASTE DISPOSAL**
IT asset disposal is done in an environmentally friendly manner and in accordance with Oando’s IT Asset Management Process. For the period under review, a list of items were generated and are undergoing the process of disposing.

PULSE SURVEY ON SATISFACTION WITH IT PERFORMANCE

Our annual pulse check to understand the overall satisfaction with IT performance as a business enabler was conducted. Using appropriate benchmarks and Key Performance Indicators (KPIs), an overall satisfaction level of 97% was recorded across the Group. The insights from the satisfaction survey reflected positive improvement opportunities across Project Delivery, Risk Management and Technology Performance.





Information Technology and the Environment

STAKEHOLDERS ENGAGEMENT

Stakeholder engagement was carried out to pre-empt and understand our stakeholders' needs and requirements and obtain feedback for improvement. The aim of this is to ascertain the quality of Information Technology Services (ITS) services being rendered to its customers; to ascertain customers satisfaction levels; and to identify areas of 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"> Service level expectations. Milestone payments. New business opportunities. 	<ul style="list-style-type: none"> Continuous engagement of performance expectation. Review and align payment expectation to business reality.
2	Technology Advisors	<ul style="list-style-type: none"> Quarterly strategy sessions Monthly engagements 	Technology resilience concerns	Continued digital transformation journey
3	Independent Reviewers	Annual engagement including but not limited to security and privacy assessment and strategies.	None	None



Information Technology and the Environment

ACTION PLAN

- i. Strengthen our IT infrastructure by focusing on resilient, agile, innovative and sustainable technology solutions and strategic partnerships across our eco-system.
- ii. Improve user experience with solutions designed to support our mobile workforce.
- iii. Continue our security transformation imperatives leveraging artificial intelligence and analytics to efficiently defend against cyber risks based on the evolving threat landscape.
- iv. Continue our digitalization agenda leveraging disruptive technologies and digital workspaces to enable our workforce to adopt new ways of working.

**BUILDING
SUSTAINABLE CITIES
AND COMMUNITIES**



Community Relations

The year 2020 started like every other year, with promises and laudable plans. The Company and its JV partners had scheduled numerous stakeholder engagement activities and community development programs and initiatives to be executed throughout the reporting year.

Unfortunately, the COVID-19 pandemic struck and the whole world came to a halt. Following the lockdown that ensued and various COVID-19 protocols that were introduced in the country, it became imperative that a paradigm shift had to be adopted in our modus operandi to accomplish our Corporate Social Responsibility (CSR) goals for 2020.

One of the major changes that had to be introduced in our relations with our host communities was virtual engagement. A lot of engagements in the reporting year were executed virtually with our stakeholders. Initially, the virtual stakeholder engagements were met with antipathy by the communities but over time and with more Covid-19 awareness campaigns and education, the communities momentarily

accepted the new order, with a caveat that physical and virtual meetings will be used interchangeably for stakeholders' engagements.

Notwithstanding all the COVID-19 pandemic challenges, over ₦8.8b was spent by Oando and its JV partners on various CSR programs for our host communities located in Bayelsa, Imo, Delta, Akwa Ibom and Rivers States in 2020.

The executed projects were agreed upon after various virtual and physical meetings were held in line with Covid-19 protocols. These executed projects for our communities were agreed based on the terms of signed Memoranda of Understanding (MoU) in line with the National priorities and targets on the Sustainable Development Goals, and the Oando Community Relations Sustainability Strategy centered on Partnership, Ownership interest, Win-Win, Empowerment, Respect, Sustainable development (POWERS).

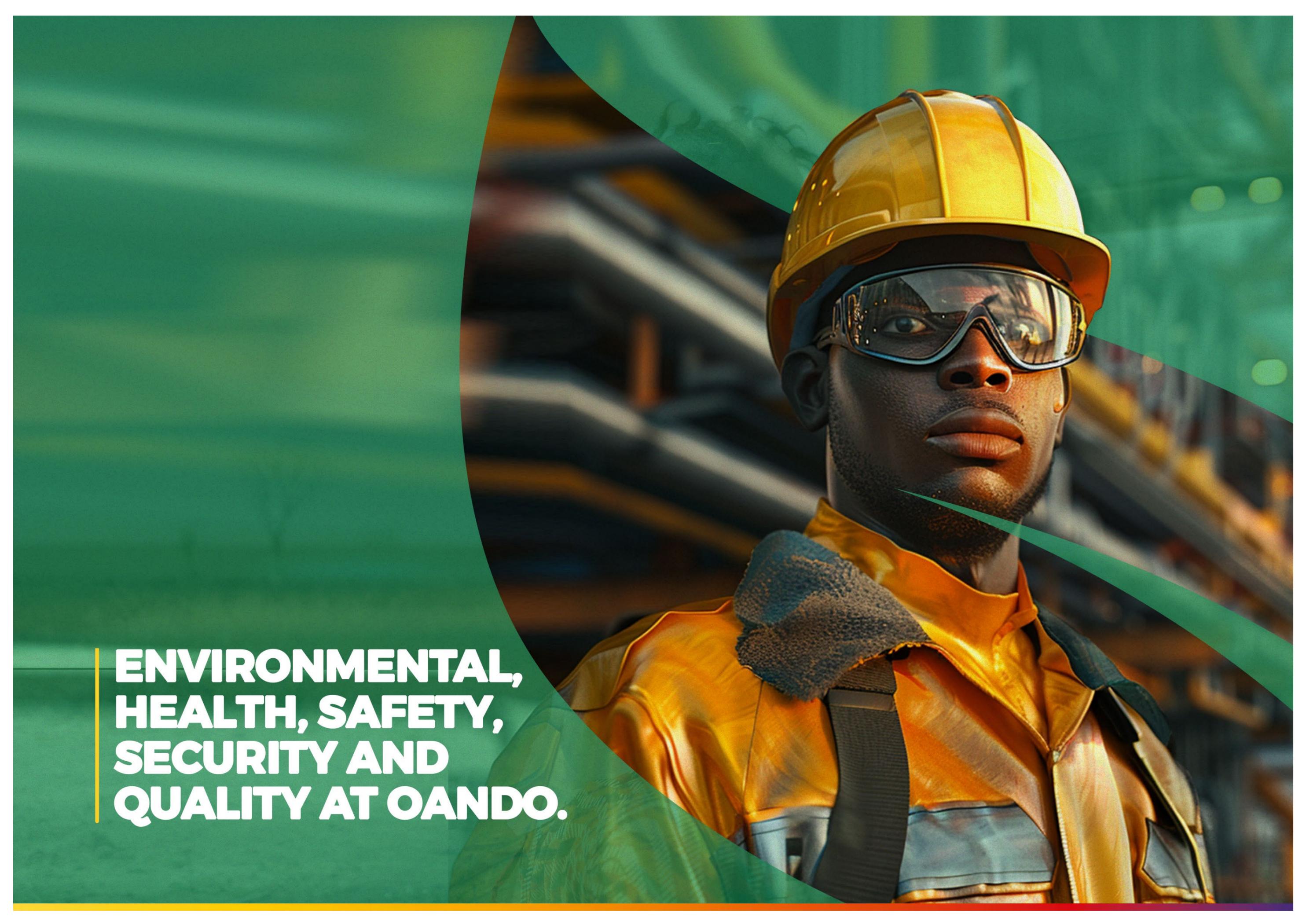
Sustainability Strategy:

Oando's Community Relations Sustainability strategy is to build

Community Relations

strong partnerships, maintain proactive engagement with our JV Partners and host communities in the execution of infrastructural amenities and the establishment of development programs within our communities, to promote sustainable growth and development in our communities. Our aim is to maintain continuous development and transform our host communities from Rural based to Semi-Urban communities within the next decade.

Stakeholder Group	Basis of Identification	Format/ Mode of Engagement	Key Stakeholder concerns/issues	Resolution Strategies
Community Leadership (Traditional rulers, CDC, Youths/ Women etc.)	Reconnaissance visits, Letters, Government gazette, Opinion leaders etc.	Daily, weekly, Monthly, Quarterly, Annually.	Employment, Economic empowerment, Homage, Social projects execution etc.	Signing of MoU/ Agreement after round table meeting, Workshops, Town hall meetings, etc.
Regulators	Laws establishing the regulators, 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

A close-up portrait of a Black male worker wearing a yellow hard hat and safety glasses. He is looking slightly to the right of the camera with a neutral expression. He is wearing a yellow high-visibility work jacket with reflective silver stripes. The background is a blurred industrial setting with metal structures. A large, semi-transparent green shape is overlaid on the left side of the image, containing the text.

**ENVIRONMENTAL,
HEALTH, SAFETY,
SECURITY AND
QUALITY AT OANDO.**

Sustainable Development Strategy



Environmental, Health, Safety, Security and Quality at Oando

Oando as an environmentally friendly and responsible company continues to focus on its mid- and long-term Sustainability Development Strategy. This Strategy focuses on

1. Plastic Waste Management
2. Gas Flaring Reduction
3. Renewable Energy Opportunity

Plastic Waste Management:

This includes reduction of plastic waste generation, segregation of waste, recycling of plastic waste and provision of employee awareness regarding the subject matter. It also includes the involvement of government, private partners and community awareness of the impacts of this menace.

Gas Flaring Reduction:

Oando reviews and monitors relevant gas flaring information (including penalties) amongst other regulatory policies and standards. Oando is very focused on achieving the “Zero Gas Flare Policy” set by the Federal Government of Nigeria. The company has worked with its Partners notably the Nigerian Agip Oil Company (NAOC) to reduce the amount of gas being flared within its operations. In 2019, the NAOC/NNPC/

Oando Joint Venture had the lowest ratio of approximately 5% of gas flared to gas generated amongst the IOCs. The NAOC/NNPC/Oando JV has over the last 10 years developed several projects (including gas commercialization of flare sites) to convert produced gas through DOMGAS and LNG Sales.

Gas flare projects are being planned and executed (in conjunction with relevant government agencies) to construct gas pipelines from stranded oil plants and the installation of low-pressure compression trains.

Renewable Energy Opportunity:

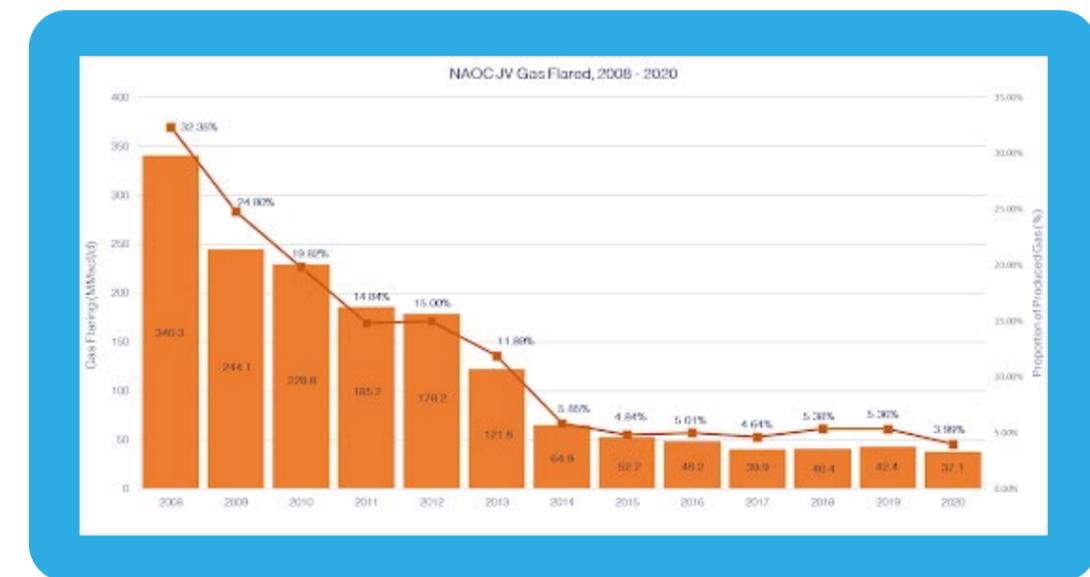
The company is reviewing its opportunities in renewable energy as global efforts intensify to transition from fossil fuels to combat global warming. This opportunity is currently being defined with the involvement of a multi-disciplinary team. For instance, the manufacturing arm of the company has partnered with a waste recycling vendor to collect plastic waste, which is then further segregated for specific plastic uses as raw material inputs for plastic companies.

The table below indicates Oando’s 2020 Sustainability Development strategic

Table 1: Oando’s EHSSQ Sustainable Development Goals

S/N	Oando’s 2020 Goal	Due Date
1.	Conclude two (2) Environmental Studies	2023
2.	Achieve 40% Waste Segregation	2023.
3.	Achieve 20% Waste Recycling	2023
4.	Zero Process Flaring	2024

Graph 1: NAOC JV Gas Flared (2008-2020)



Graph 1: The total quantity of gas flared from NAOC operations has been progressively reduced over the last 10 years from an annual average rate of 340 MMscf/d (equivalent to 32% of the total produced gas) in 2008 to 37MMscf/d (equivalent to 3.99% of the total produced gas) in 2020.

Stakeholder Engagement:

Stakeholder Engagement is key to the survival and growth of any organization. Oando understands that this is an essential ingredient in achieving its ambitious goals, particularly its mid-term and long-term goals.

Sustainable Development Strategy



Environmental, Health, Safety, Security and Quality at Oando

This also includes working in synergy with our JV Partners and understanding the impacts of our operations within the communities in which we operate. Stakeholder Engagement is even a critical component in ensuring compliance with regulatory agencies within the Nigerian supervisory oversight.

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

Table 1: Stakeholder Engagement Index

Stakeholder Group	Basis of Identification	Format/Mode of Engagement	Key Stakeholder concerns/issues raised	Resolution Strategies
Regulator Department of Petroleum Resources (DPR)	For permit approval	Emails/ Official Correspondences	Nil	2There were no resolution strategies, as there were no concerns/ issues raised in the stakeholder engagement sessions
Regulator National Petroleum Investment Management Services (NAPIMS) / Nigerian Petroleum Development Company (NPDC)	For budget and performance approvals	Emails, Online meeting and official correspondences	For permit approval	No resolution strategies required since no concerns or issues were raised during the stakeholder engagement sessions
Joint Venture Partner (JV Partner) Nigerian Agip Oil Company (NAOC)	Possible emissions into the Environment	Online meetings / Emails	1.Oil spilled into the environment due to sabotage 2. Delayed oil spill response due to community blockage	1. Increased security surveillance 2. Regular community engagement sessions

	Third party interference	Emails/Online meetings	Sabotage/ Bunkering activities on JV pipelines and vandalization of Wellhead	1. Increased security surveillance. 2. Increased community engagement and social engineering
JV Partner Energia Limited	Possible emissions into the Environment Well development	Online meetings / Emails Online meetings/ Emails	Security issues arising from the theft of wellhead accessories. HSE requirements for proposed well drilling campaign	Comprehensive investigation carried out and action plan implemented 1.Determine suitable timelines for obtaining HSE permits 2. Review safety requirements / layout for the drilling site
JV Partner Network Exploration & Production Limited	Possible emissions into the Environment	Online meetings / Emails		No resolution strategies required since no concerns or issues were raised during the stakeholder engagement sessions.

The importance of stakeholder engagement cannot be over emphasized. Periodic engagement with key stakeholders such as the Department of Petroleum Resources (DPR) and Federal Ministry of Environment (FME) are not only mandatory but are required to keep the regulators abreast of asset's field development plans & challenges if any. Oando also regularly engages with the Operators of assets in which it has working interests as non-compliances arising from JV activities could result in fines and reputational damage. One major aspect of the engagement with operators in 2020 was to review the arrangement for protecting the pipelines from vandalization & oil thefts.

Biodiversity

Biodiversity continues to feature as a major component of Oando's Environmental, Health and Safety Management System. This is reflected in the Company's approach to project designs and operational activities. The organization continues to organize all interrelated activities which include ecosystem services (air quality, vegetative, noise, recipient water body), water resource management, sustainable development of local communities, are identified, risk assessed and managed as required by

Sustainable Development Strategy



Environmental, Health, Safety, Security and Quality at Oando

regulation (Environmental Guidelines and Standard for Petroleum Industry in Nigeria, 2018).

Emissions:

Oando continues to ensure that emission & their impacts are carried out by the Operators of the Company's JV assets via quantity of gas flared, through environmental monitoring programs like Air Quality monitoring. Unfortunately, there was very limited activities in monitoring emission due to the COVID-19 pandemic during the year under review. Most activities within the company's facilities were suspended long term to minimize the spread of the virus within its operations.

Effluent and Waste:

Effluents and Waste continues to be material to the Company due to the nature of our business which can have a negative effect on the environment as well as the socio-economic activities within the environment. Unfortunately, there were very limited activities in effluent monitoring due to the COVID-19 pandemic as most activities carried out by contractors within the company's facilities were suspended to minimize the spread of the virus. Waste management activities, primarily driven by the operators' employees, were carried out. Awareness of waste management continues to be promoted across the organization, with waste management practices being implemented.

Total weight of waste by type

Disposal of hazardous and non-hazardous waste is a key component of our JV waste policy and operations. The table below shows the waste and their segregation by weight and type.

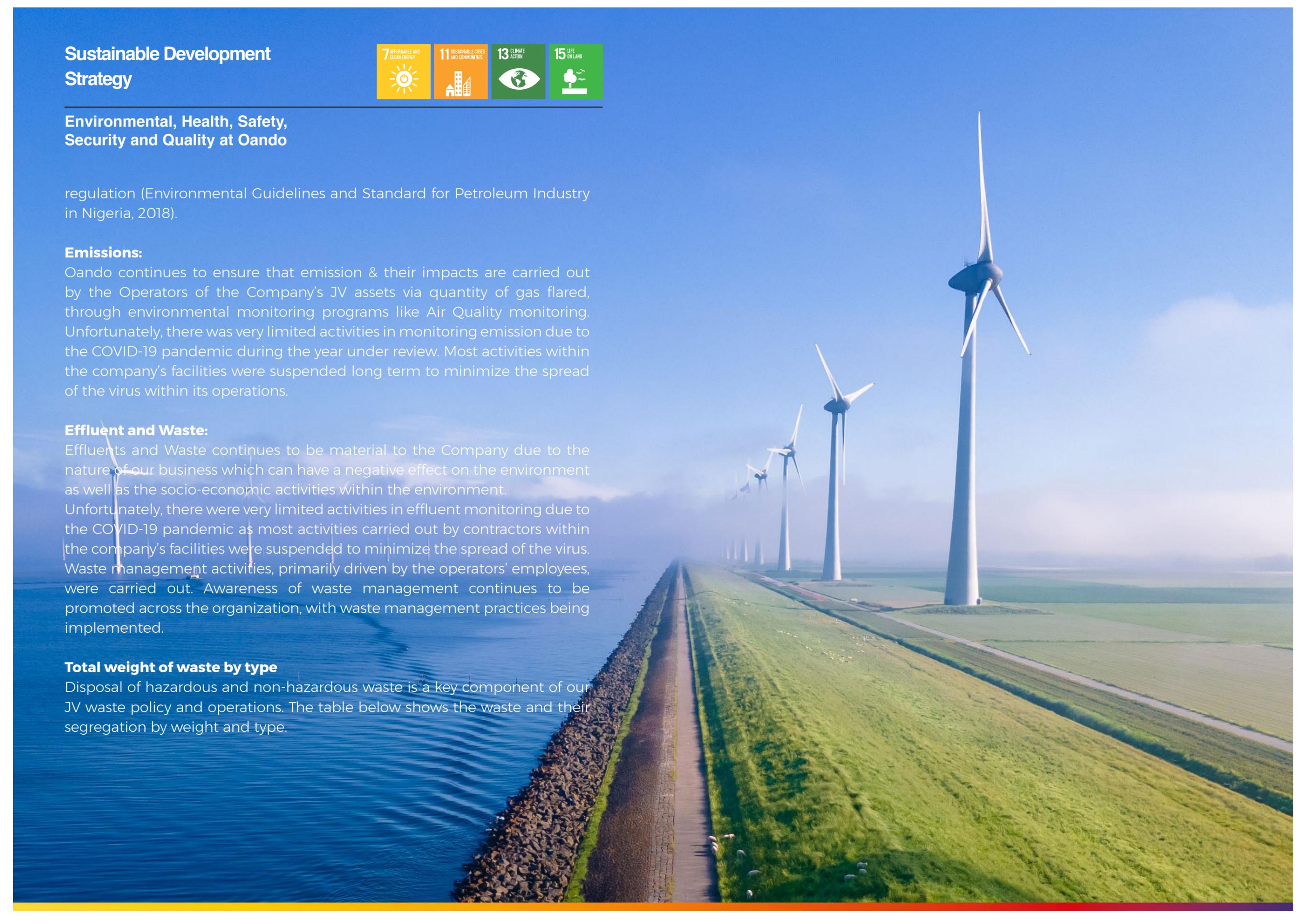


Table 2: Total Waste Evacuated in 2020 from the Land Area (LAR) - Port Harcourt Base, OB/OB, Akri, Oshie, Idu, Irri, Ebocha, Samabri and Kwale Gas Plant

S/NO	WASTE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
1	Medical (Kg)	0	0	84	50	0	0	0	0	0	0	69	0	203
2	Glass (Kg)	3,605	3,103	3,094	2,160	2,346.80	2,435.20	2,188.80	2,608.00	2,647.40	3,047	4,061	5,546	36,842
3	Bad Battery (Kg)	0	0	1,029	0	0	0	0	0	15	0	0	0	1044
4	Biodegradable (Kg)	28,237	29,596	26,552	22,111.10	25,487	88,063.40	61,093.00	73,264.00	62,481	73,957	73,872	58,871	623,585
5	Paper (Kg)	3,714	3,613	3,403	1,926	2,149.20	1,906.60	1,842.00	2,155.00	2,131	4,874	4,581	6,350	38,645
6	Oil filter (Kg)	728	799	969	638	707	738	712.5	778	681	595	468	536	8349.5
7	Fuel filter (Kg)	0	0	1,029	0	0	0	28	7	26	27	20	24	1161
8	Aluminium cans & Metal (Kg)	20	10	31	37	40	24	3,437.30	5,278.00	6,018.5	6,639	5,471	29,393	50,380.3
9	Plastics (Kg)	4,148	4,235	4,615.60	2,450	2,945.60	2,691.30	2,124.20	2,385.00	2,104	2,796	5,099	5,308	40,902
10	Fluorescent tubes (Kg)	65	115	44.3	50.2	52.8	58.6	37.4	155.8	110.2	153	152	123	1117.3
11	Contaminated Rags (Kg)	86	79	59	71	64	38	83	111	103	126	111	118	1049
12	E-Waste (Kg)	0	0	1,800	0	0	0	0	0	0	0	0	0	1800
13	Woods (Kg)	3,831	2,240	5,079	2,191	2,408	1,606	3,407	4,893	7,378	5,243	2,421	2,183	42,880
14	Sewage (litres)	3,140,000	3,087,000	4,992,000	6,364,000	5,644,000	5,979,500	5,704,000	5,852,000	6,244,000	7,062,000	6,344,000	5,814,000	66,226,500
15	Expired Chemicals (Kg)	0	0	0	0	0	0	0	0	0	0	0	0	0
16	Air Filter (Kg)	0	0	0	320	0	0	0	0	0	0	0	0	320
	Total	3,184,434	3,130,790	5,039,788.90	6,396,004.30	5,680,200.40	6,077,061.10	5,778,953.20	5,943,634.80	6,321,676.6	7,159,457	6,440,325	5,922,452	67,074,777

Table 3: Total Waste Evacuated in 2020 from the Swamp Area (SAR) - Brass Terminal, Tebidaba, Clough Creek, Ogboinbiri, Obama and Beniboye flow stations.

S/NO	WASTE	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTAL
1	Medical (Kg)	0	05	00		00		00		48	04	40		142
2	Glass (Kg)	8411	,279	1,0531	,397	1,138.32	991.73	1,193.27	1,051.201	,325.91	1,5031	,346	1,110	14,229
3	Bad Battery (Kg)	03	3,469	00		00		00		00		00		33,469
4	Biodegradable (Kg)	29,887	1,6123	2,0523	0,960.28	30,407.592	6,788.00	29,785.093	0,908.31	27,832.613	0,0202	9,9012	9,8433	29,997
5	Paper (Kg)	1,096	1711	,885.101	,475.231	,283.831	,092.505	02.1	1,219.95	1,110.20	1,1651	,524	1,4821	4,007
6	Oil filter (Kg)	1870		3083	65	225.821	86.762	54.012	43.032	03.441	79	1922	72	2,616.06
7	Fuel filter (Kg)	00		00		00		00		00		00		0
8	Aluminium cans & Metal (Kg)	9501	,940	1,713.05	1,340.36	1,258.41	1,271.34	1,539.79	1,420.00	1,333.40	1,4561	,541	1,4971	7,260.35
9	Plastics (Kg)	8201	,504	1,562.70	1,8751	,198.281	,040.691	,758.201	,462.431	,584.761	,574	1,7171	,755	17,852
10	Fluorescent tubes (Kg)	00		00		00		00		00		00		0
11	Contaminated Rags (Kg)	00		00		00		00		00		00		0
12	E-Waste (Kg)	00		00		00		00		00		00		0
13	Woods (Kg)	00		00		150	00		00		00		0	150
14	Sewage (litres)	00		00		00		00		00		00		0
15	Expired Chemicals (Kg)	00		00		00		00		00		00		0
16	Air Filter (Kg)	00		00		00		00		00		00		0
	Total	33,781	39,975	38,623.853	7,412.87	35,662.253	1,371.02	35,032.463	6,304.92	33,438.323	5,897.00	36,265.003	5,959.00	429,722.69



Environmental, Health, Safety, Security and Quality at Oando

Oil Spill

Oil spills are required by law to be reported and the Nigerian regulators require that oil spill type, quantity and nature are reported.

The tables below indicate the oil spill categories as well as the status for spill clean-up.

Table 4: Oil Spill Category indicating the classes of spills into major, medium or minor.

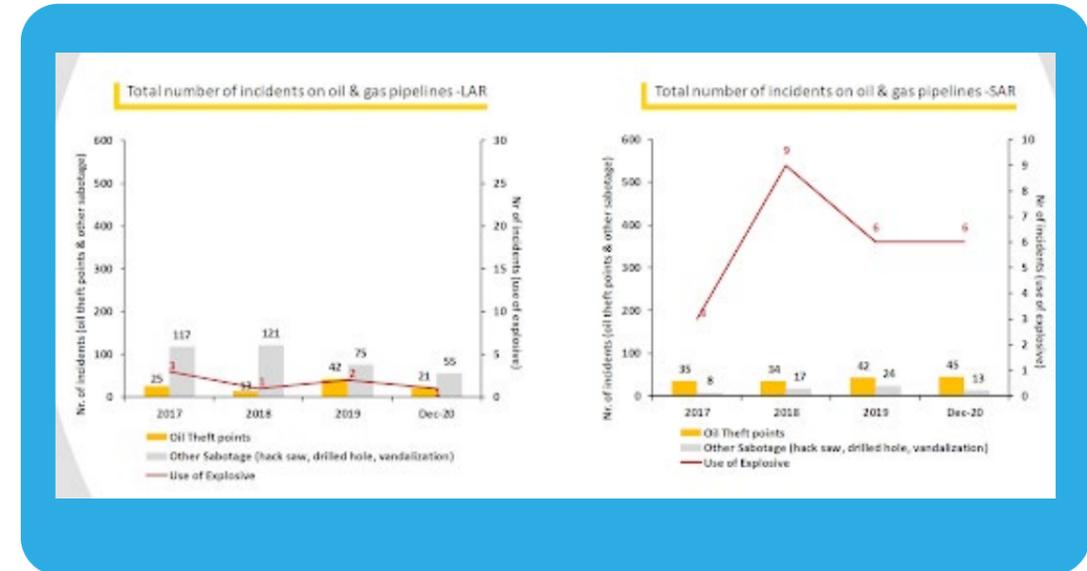
Classes of spill	Number	Total Sites JIV Team visited
Minor	162	185
Medium	6	
Major	3	
Major No spill from event (s)	14	

Table 5: Clean-up Status for oil spills that occurred within the assets.

Months	Clean up not required	Clean up completed	Clean up in progress	Clean up pending	Pending JIVs	TOTAL
JAN	1	16	1	0	0	18
FEB	3	11	3	0	0	17
MAR	3	14	1	0	0	18
APR	1	6	2	0	0	9
MAY	0	10	10	0	0	20
JUNE	1	9	6	3	0	19
JUL	0	8	6	4	0	18
AUG	1	3	1	3	0	8
SEPT	1	6	1	3	0	11
OCT	1	3	0	6	1	11
NOV	0	4	4	11	1	20
DEC	2	5	1	10	1	19
TOTAL	14	95	36	40	3	188

This table illustrates the status of cleanup conducted for spill incidents. Currently, 43 spill sites are awaiting cleanup or a joint investigation visit (JIV). The high number is attributed to challenging logistics arrangements caused by the COVID-19 pandemic.

Graphs 2 & 3: Indicate the total number of oil spill incidents due to vandalization & oil



The Land Area continues to witness increase in vandalization and oil thefts when compared to the Swamp Areas.

Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.

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.



Environmental, Health, Safety, Security and Quality at Oando

Table 6: Sludges evacuated from the key installations.thefts on asset pipelines on Land & Swamp Areas

Location	Volume	Status
Brass Terminal	Evacuated and transported and treated 1,338m³ of contaminated soil.	Job completed
Idu 5 and 11 Location	Evacuated, transported and treated 1,350m³ of contaminated soil.	Job completed
Kwale Gas Plant	Evacuated and transported 100m³ of contaminated soil/sludge and also 1000kg of battery to ITS Drilling facility for treatment and disposal.	Job completed
Irri Flowstation	Evacuated and transported 50m³ of contaminated soil/sludge to ITS Drilling facility for treatment and disposal.	Job completed
Oshie 11 & 14	Complete evacuation and transportation of 1,448 m³ of legacy drill cuttings at Oshie 11 & 14 to Allman Global Resources facility for treatment and encapsulation	Job completed
Oshie 12	Complete evacuation and transportation of 364m³ of legacy drill cuttings at Oshie 12 to Allman Global Resources facility for treatment and encapsulation	Job completed
Ebocha Oil Centre	Evacuated and transported 850m³ of contaminated soil to Paschal Technical Services facility for treatment and disposal.	On going
Kwale Gas Plant	Evacuated and transported 675m³ of sludge and contaminated soil to Paschal Technical Services facility for treatment and disposal.	Ongoing (awaiting final evacu waste at catchment basin sludge/contaminated soil rem

Oando's COVID-19 Response

The COVID-19 pandemic was a significant focus of the company's occupational health and safety efforts. Employees expressed concerned about the novel coronavirus, first identified in Wuhan, China before spreading across the world. Worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system were crucial in addressing employees' concerns and guiding the Company's

response to this uncharted territory.

Two townhall meetings, focused only on COVID-19, were held to share information about the mode of the virus transmission, symptoms and preventive measures with employees. The specific measures (refer toOando's COVID-19 response) to be implemented by the company was also communicated. Since the outbreak of the virus, virtually all external and internal meetings are conducted online to prevent the spread of the virus.

In addition, mental awareness programs featured majorly in the health and safety meetings to help employees cope with stress and mental illness such as depressions. Employees Assistant Programs (EAPs) were conducted to help employees who required professional help. The Health & Safety trainings were held online while employees with underlying health conditions continued to work remotely.

SECURITY PRACTICES

The Security Unit of the Environment Health Safety Security & Quality (EHSSQ) department continue to manage security risks through its structured security risk assessment. Security challenges such as armed robbery and kidnapping for ransom continue to be major concerns in Nigeria and appropriate actions as identified by risk assessment are implemented to ensure the safety of employees within the company's operations.

In addition, employees are encouraged to report security incidents which are investigated and recorded to determine trends and actions implemented to guide employees. Mitigations developed are managed with due consideration to respect human rights.

Oando's COVID-19 Response

Overview of COVID-19 also called Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-COV-2), is a virus that was believed to have broken out late November 2019 from a seafood market in Wuhan, in the centre Hubei Provide of China. A cluster was reported on 31st December 2019 to the World Health Organization (WHO) China Country Office with the virus identified as a new type of coronavirus (novel coronavirus, nCOV).



Environmental, Health, Safety, Security and Quality at Oando

The Virus has had an unprecedented health and financial around the world with the WHO declaring the outbreak, a Public Health Emergency of International Concern on 30th January 2020 and a Pandemic on 11th March 2020.

Since the Virus broke out, a little over 112M persons have been infected and almost 2.5M fatalities recorded globally as of 24th February, 2021. Although, the Virus has not been prevalent in Nigeria compared to some other countries, Nigeria unfortunately has also suffered from the negative impacts. Since the Virus broke out on 27th February 2020 over 153,000 persons have been infected and over almost 1,900 deaths recorded as at 23rd February 2021.

As countries grappled with the Virus and sought ways, through public awareness, shutdowns, restrictions, making commitments (both moral and financial) and financial bailout of their citizens & institutions, the private sector was making frantic efforts to protect their employees.

At the onset of the virus in China and when the first COVID-19 case was detected in Nigeria, two COVID-19 townhall meetings were held to provide information to employees. These townhall meetings included presentations and Questions & Answers sessions to allay employees of the concerns against an invisible enemy. In addition, the COVID-19 sessions included COVID-19 statistics and updates on the pandemic in Nigeria and around the world featured in every monthly EHSSQ meeting from February 2020.

An assessment was conducted to determine the impact of the virus on employees and the operations of the company.

Firstly, COVID-19 statistics & updates in Nigeria and globally were analyzed. Upon determining that the number of infections in Nigeria was steadily increasing, the company instructed 90% of its workforce to work from home (WFM) in the second week of March, while the rest worked from home once the national lockdown was announced by the Lagos State and Federal Governments.

This review of the COVID-19 statistics and updates in Nigeria and globally was conducted every two weeks.

Employees continued to work from home even after the Federal Government lifted restrictions on 4th May 2020. The Business Continuity Plan (BCP) Team on COVID-19 continued to assess the COVID-19 situations and plan for physical return to work.

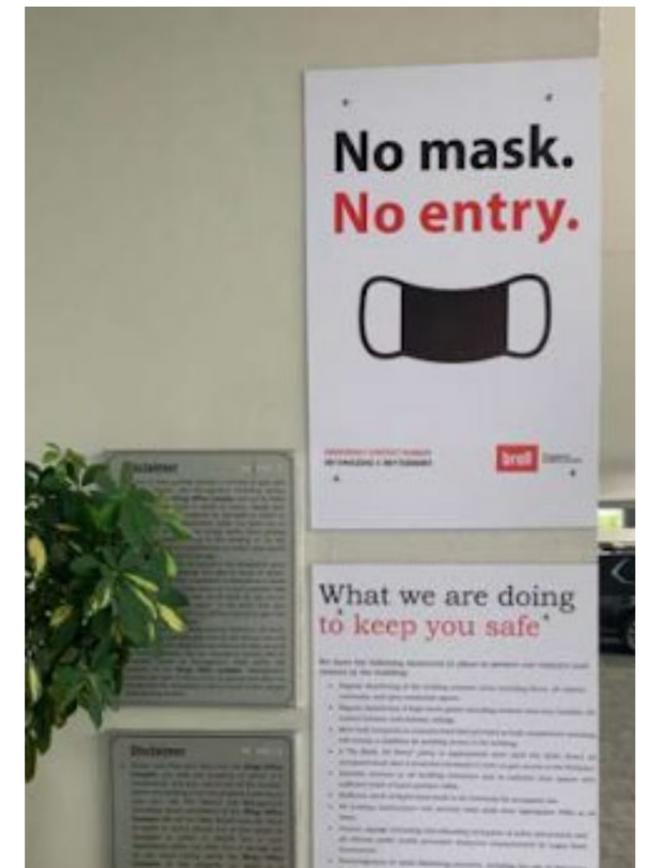
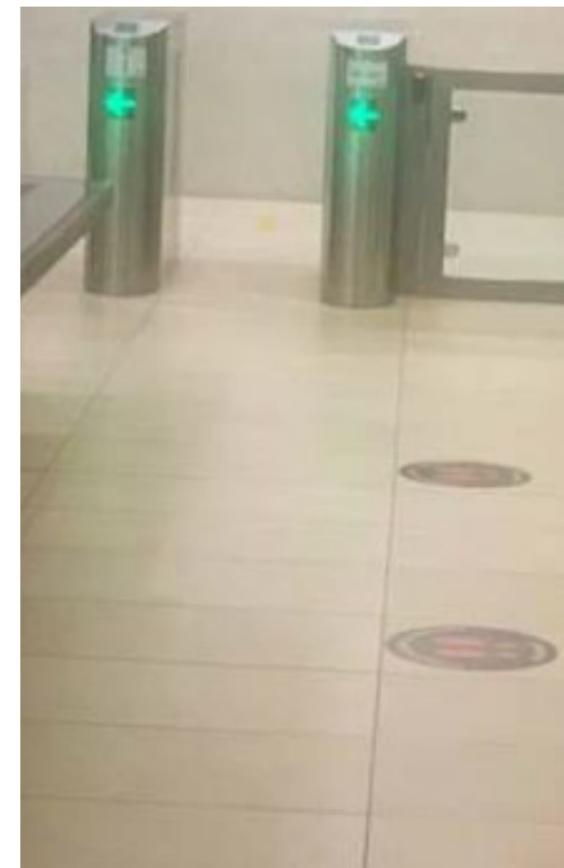
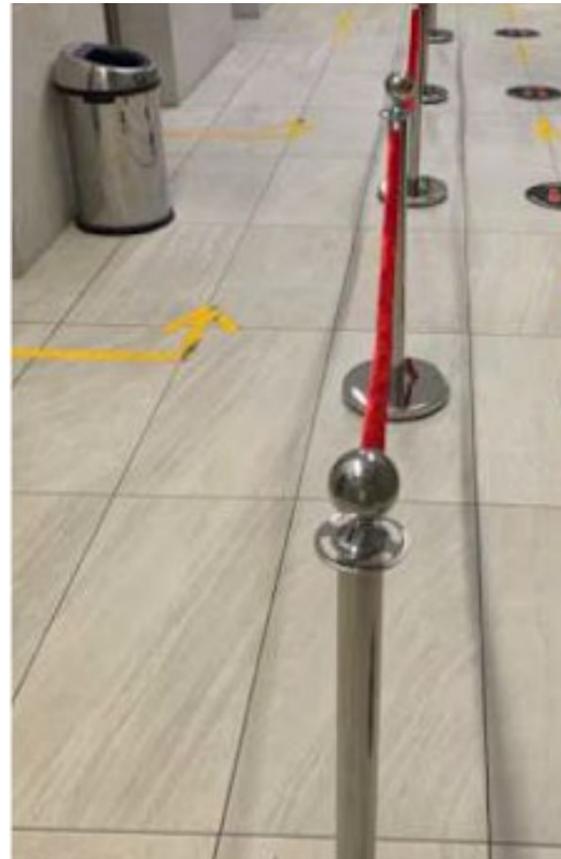
Once the assessment in the second week of May was concluded, and it was ascertained that the number of cases had reduced and it was safe to return to work, a COVID-19 guideline was developed to ensure employee safety.

The major focus of the guideline included:

- Testing requirements and guidelines
- Modality for revamping up number employees physically in the office (not more than 50%)
- Modality for exemption for employees from physically resumption
- COVID-19 Protocol in Oando and Wings Complex
- Use of facemasks
- Temperature checks
- Handwashing/ Use of hand sanitizers
- Observing social distancing with minimum of 1.5 meters
- Monitoring of implemented protocols.

COVID-19 tests were conducted for employees, and only those with a negative result were admitted into the office.

The pictures below illustrate the COVID-19 protocols that were deployed (and are currently in use) to prevent the spread of the virus at the company's headquarters.





**2020 CSR
ACTIVITIES**

2020 CSR Activities



POVERTY ALLEVIATION PROGRAMS -SDG1

Improving the quality of lives in the communities where we operate is of paramount importance to us. In 2020, after due consultation with our communities, and JV partners, we began the construction of market stalls to encourage trading and to provide a conducive environment where small businesses can flourish and the local economy can grow, which will in turn reduce poverty levels. In 2020, two (2) ultra-modern markets were constructed in Oleh community, and another is currently under construction in Obodugwa community in Delta State.

Beyond the markets, various economic empowerment programs such as Goods and Services supply contracts for community vendors, special welfare packages and employment programs were all awarded to boost business activity, provide income earning opportunities and reduce poverty in our communities.



HEALTH AND WELLBEING - SDG3

With the outbreak of the COVID-19 pandemic, health and wellbeing became a major focus for the company and its JV partners in 2020. Several intervention measures were put in place to manage the outbreak of the pandemic. Some of the strict non pharmaceutical intervention measures introduced in line with the Nigerian Centre for Disease Control (NCDC) directives to prevent the disease from spreading included amongst others; restriction of unauthorized movement to our facilities and communities; encouragement of stakeholders to stay at home and communicate virtually. In addition, washing of hands and the use of sanitizers, face masks and social distancing were all encouraged and propagated using community town criers, CDC Leadership, fliers, Radio/TV jingles etc.

Oando and its JV partners spent about ₦42.2m and \$3.2m in the provision of various COVID-19 interventions. These included palliatives such as food and medical supply distribution to our communities, infrastructure development such as donation of ambulances to the Imo and Rivers States Ministry of Health; construction of temporal fully equipped Covid-19 medical tents, which were donated to the Delta State Government and an ultra-modern Infectious Diseases Center which is currently under construction for Bayelsa State.

Also, in the reporting year, five (5) health facilities were built in our communities; a health center in Okpai community – Delta State and the rehabilitation of Ikebiri-1 health center which involved the provision of water schemes and fencing for the health center.

Oando and its JV partners will continue to provide medical facilities and infrastructure to our host communities because a healthy community is a peaceful community.



QUALITY EDUCATION-SDG4

In continuation of our desire to provide quality education despite the interruption of the academic calendar due to COVID-19 pandemic, Oando in collaboration with its JV partners built 10 educational facilities within the reporting year in the following communities:

- OKWUZI community, Delta state - Construction of six (6) classroom blocks, renovation of principal/vice principal flats, construction of 5-4 bedroom bungalows, construction and equipping of mini library all in Egbema Grammar School.
- AGGAH community, Delta state - Construction of six (6) classroom blocks each in the community primary and secondary schools, renovation of and re-roofing of six (6) classrooms blocks in the community's secondary school.
- EBEGORO community, Rivers state - Construction of six (6) classroom blocks and two (2) teachers quarters.
- AGBIDIAMA community, Bayelsa State - Construction of teachers' quarters.
- EGBADA community, Rivers State - Construction and equipping of six (6) classrooms blocks.
- OMOKU kingdom, Rivers State - Construction of classroom blocks, library, laboratories & three (3) staff accommodation quarters.

In 2020, a total of 1664 scholarships were awarded by Oando and its JV partners. This covered 1 PHD program, 49 Post Graduate programs, 933 undergraduates programs and 681 secondary schools bursaries. The scholarship fund was used to pay for tuition fees as well as procure various educational tools/materials for the students.



CLEAN WATER AND SANITATION- SDG6

The importance of clean water and sanitation especially during a pandemic, cannot be over emphasized. Our desire is to increase the potable water footprint in our host and transit communities annually. In view of this aspiration, four (4) water projects were executed. Two of the water projects included the construction of a 20,000 Gallon Water Scheme which was built in OKPAI community in Delta state and another 2 Water Schemes in IKEBBIRI- a community in Bayelsa State.

The water facility will go a long way in reducing water borne diseases and provide access to clean and affordable for all in line with SDG6.

2020 CSR Activities



SUSTAINABLE COMMUNITIES SDG11

In furtherance of building sustainable communities that are safe, resilient and beautiful, the landscape of some of our communities were further enhanced with two architectural masterpieces for the traditional rulers in Ebendo and Umusam communities of Delta State. These edifices are brand new Palaces for the Oparauku and Ada. Although under construction, they are due for completion in 2021 and when completed these palaces will serve as a beautiful edifice and safe home for the traditional rulers as well as epic centers for the community's cultural heritage.

In addition to the palaces, modern houses are currently being built within our communities. These new private and commercial buildings will serve as affordable and safe housing for members of our communities, in response to the increased demand for housing requirements within our localities.

Motorable roads are essential for safe movement from one location to the other, they also reduce the likelihood of road accidents and loss of lives and material goods due to accidents. In 2020 more than 6.745km asphalted roads for the upland communities and concrete roads for the swamp communities were built. Some of the roads constructed were:

- 540m Rev. Charles and Egolegbu Roads and 462m Ugada "U" Road in OKWUZI community, Delta State.
- 500m Roads & Drains on Oyi, Oshina and Ogide Street in KALA-OLU community in Rivers State.
- 1km Asphalt road with two sides drainages in MGBEDE community, Rivers State.
- 370m (Abat Street) Asphalt Road and Drainage in ABALAGADA community in Delta State.
- 2km Concrete Road and Drains in EMADIKE community, Bayelsa State.
- 0.54km road in Umusam community, Delta State.
- 1.315km road Isumpe community, Delta State

Oando and its JV partners will continue to engage and construct more roads for our communities to make mobility cheaper and safer for all inhabitants.



STRONG INSTITUTIONS FOR COMMUNITIES - SDG 16:

Maintaining a peaceful and just environment in our communities, is of great importance. For this reason, a Memorandum of Understanding (MoU) is usually signed between the Company and host communities at the inception of every project. The MoU provide a single point reference guide that governs the relationship between the Company and host community and is usually reviewed and renewed every four (4) years. In 2020, the expired MoUs between Oando, its JV partners and Isumpe, Ogbe Ani, Umusadege and Umusam communities all in Delta State were re-negotiated and signed off. The signing of the MoUs have strengthened and further aligned the relationship between the communities and Oando/JV partners.

Beyond the MoUs, Oando and its JV partners have also established strong relationship management institutions such as Community Trust Board and Community Parliaments as well as community initiatives like Farmers Day and Friendship Day etc. Through these institutions and initiatives, community projects proposals are put forward, reviewed and approved, social engagements are held and disputes are managed and resolved amicably. These institutions over the years have greatly influenced positive relationship management within the communities, thereby helping to provide peace, freedom to operate and to maintain mutually-beneficial relationships between all stakeholders.

Based on these strong institutions established, Oando and its JV partners have not recorded any community disputes that have resulted in the shutting down of our operations in Delta (OML 56) and Akwa Ibom state (OML 13) for the past 9 years.

2021 Targets

S/N	ASSET	2021 TARGET
1	OML 56 - Energia/Oando JV	1) Execution/Commissioning of three (3) community development projects 2) Commencement of a new agricultural program/project. 3) Award of a minimum of 300 scholarships
2	NAOC JV - NNPC/NAOC/OANDO JV	1) Execution/commissioning of (ten) 10 community development projects 2) Increased community participation in agriculture through the Green River Project - GRP. 3) Award of 2000 scholarships and construction of three (3) educational infrastructural developments.
3	OML 13 - Network/Oando JV	1) Execute one (1) community development project. 2) Award of 50 scholarships.

2020 CSR Activities

Challenges in 2020: Negative Impacts of our CSR activities

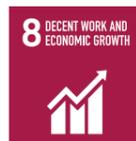
S/N	NAGATIVE IMPACT	CAUSE	MITIGATION
1	Increased security concern i.e. robbery cases.	Influx of people into the environment due to the presence of oil and gas operations.	<ul style="list-style-type: none"> Setting up community vigilante. Presence of more armed security officials - Police and Joint Task Forces. Prosecution of culprits to serve as deterrents.
2	High cost of living	Increased cost of goods and services due to the presence of more oil and gas workers within the environment with more purchasing power.	<ul style="list-style-type: none"> Employment quota for community members to guarantee jobs and sources of income. Building of market infrastructure to reduce shop rentals and accommodate more traders to ensure fair competition. Price control for services rendered to the Company.
3	Prostitution	Migration of people from the cities to the communities, resulting in prostitution.	<ul style="list-style-type: none"> Communities invocation of traditional injunctions on offenders. Improvement of health care facilities by building and equipping health care centers. Youth counselling programs. Engagement of the women in cooperatives to benefit from special contract concession e.g. supply of food items.

Challenges in 2020: Negative Impacts of our CSR activities

S/N	NAGATIVE IMPACT	CAUSE	MITIGATION
4	Community Leadership tussle	Power struggle to control community Leadership. No clear succession plan in some community leadership.	<ul style="list-style-type: none"> Modern leadership training programs. Encouraged communities to have bye laws with leadership tenor clearly stated. Non engagement of CDC members in Company/ Community Trust Board or membership in company/ community parliament in the interest of separation of powers and to encourage checks and balances.
5	Health concerns	General complains that gas flaring at facility site has created health concerns. Introduction of "western food" by visitors to the villagers other than traditional meals resulting in various gastrointestinal disorders etc. Spread of sexually transmitted diseases. COVID-19 pandemic	<ul style="list-style-type: none"> Ensure the Company's operation and activities are within the regulatory requirements. Regular visit of government agents to certify the safety of the Company's operation Regular sensitization programs during town hall meetings to assure communities of the safety of the Company's operations. Annual health outreach programs for the communities to address wellness. Public education and continuous observance of the COVID-19 protocols.
6	Land boundary dispute between communities	Ownership of land especially if there is a new drilling program within the environment.	<ul style="list-style-type: none"> Involvement of state and local government authorities to resolve the land disputes for the peaceful coexistence of all stakeholders.

An architectural rendering of a modern high-rise building with a blue overlay. The building features a facade with horizontal bands and a base with a complex, stepped design. The background shows a sky with clouds and a body of water. The text 'ECONOMIC PERFORMANCE' is overlaid in white on a blue background in the bottom left corner.

**ECONOMIC
PERFORMANCE**



Introduction

In responding to the Covid-19 pandemic in 2020, the entity increased operational resilience by ensuring business continuity through workforce management, employee safety, well-being and technology.

Employee health and wellbeing

- A major priority of the Company in the reporting year, was to promote health and safety. Support for impacted employees through retainership with some health providers for covid testing, covid treatment, online mental health well-being therapy sessions and home care with an overall covid expense spend of \$114,549.48 during the year.

Sustainability Strategy

The sustainable development strategy for the finance team is to effectively manage the company's generated income and access to capital through cost management, payables management and cash management.

Unit Goals

S/N	2020 Goals
1	Debt restructure and initiation of bond issuance process to combine all debt into a single currency denominated long term facility.
2	Working capital management with particular focus on receivables recovery and regulatory payables management in the light of rising externalities impacting on the organization's income stream.
3	Process automation to drive cost management initiatives

Organizational profile

Metrics (N'Bn)	OER	Group
Net Sales	88.9	477.1

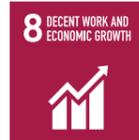
Total Capitalization:		
Total Debt	294.9	419.6
Total Equity	114.9	(66.8)
Changes to corporate structure	NIL	NIL

Identified Material Aspects and Boundaries

Entities included in Consolidated Financial statements include.

OER	Group
- Oando Servco Nigeria Limited	- All OER Companies and
- Oando Energy Resources Inc. (Canada)	- Oando PLC
- Oando Qua Ibo Limited	- Oando Exploration and Production Limited (OEPL)
- Oando Reservoir & Production Services Ltd	- Oando Benin
- Oando Akepo Limited	- Oando Sierra Leone Limited
- Oando Petroleum Development Company limited.	- Oando Burkina Faso Limited
- Oando OML 125 & 134 Limited	- Oando Foundation
- Oando OML 125 & 134 BVI Limited	- Oando Liberia
- Equator Exploration Limited. (BVI)	- Ebony Trading Rwanda
- Equator Exploration OML 122 Ltd. BVI	- Ebony Oil and Gas South Africa
- Equator Exploration STP Block 12 Limited.	- Calabar Power Limited
- Equator Exploration Nig. Ltd	- Oando Equator Holdings
- Equator Exploration STP Block 5 Limited. (BVI)	- OES Professionalism
- Equator Exploration Nigeria OML 122 Limited.	- OES Deep Sea
- Oando Equator Exploration JDZ Block 2 Limited	- XRS I Limited
- Oando Equator Exploration Nigeria 321 Limited.	- XRS II Limited
- Oando Equator Exploration Nigeria 323 Limited	- Oando Logistics and Services
- Oando Production and Dev. Company Limited	- Oando Trading Limited (Bermuda)
- Oando Servco UK Limited	- Oando Resources Limited
- Oando Netherlands Holdings 1	- Oando Trading Dubai
- Oando Netherlands Holding 2 BV	- Oando E and P Holdings Limited
- Oando Netherlands Holding 3 BV	- Churchill Finance Limited
- Oando Netherlands Holding 4 BV	- UNITAB
- Oando Netherlands Holding 5 BV	- Oando Terminals and Logistics Limited
- 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 Limited 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 Limited.	

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



Feedback Management Process

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.

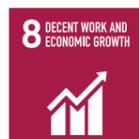
Stakeholders	Basis of Identification	Priority		Mode of Engagement	Fre-quency	Key stakeholder concerns	Resolution Strategies	
JV partners	Joint Venture arrangements on assets	High		Continued engagement with JV partners ensures smooth running of operations	Online business meetings (OPCOM, Subcom, Tecom and other round table meetings), e-mails and phone calls	Regular Periodic	<ul style="list-style-type: none"> Timeliness of obligation payments (cash call) Lag time in response to cash call request 	<ul style="list-style-type: none"> Settlement and Funding Agreement in place to settle previously owed cash calls and cater for ongoing cash calls. Alignment of liability position with all parties through a reconciliation exercise Make payment when due. <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, e-mails, and telephone calls	Quarterly	Timely access to information	Attending to audit requirements have been prioritized to aid timely completion of audit
Tax authorities	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	Objection, Negotiation and agreed payment plan with regulators
Government authorities (DPR, NNPC, NEITI)							Payment of royalties owed	
Banks, lenders, and Financial advisers	Debt financing	High		Negotiating favorable terms for debt capital and proper fund management	Periodic virtual meetings, e-mails, and telephone calls	Regular Adhoc	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

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 come via letters or emails addressed to the company. Feedbacks are 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 memos, highlighting the areas of concern. We also have meetings where necessary.



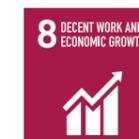
Direct Economic Value generated and distributed

Metrics (N'Bn)	OER	Group
Economic Value Generated (Revenues)		
- Crude Oil	72.76	72.76
- Gas & NGL	28.71	28.71
- Oil Transportation Tariffs	1.33	1.33
- Kwale –Okpai IPP Power	4.56	4.56
- Other revenues	-	369.74
TOTAL	107.36	477.1
Economic Value Distributed:		
Operating Expenses (COGS)	(52.70)	(436.63)
Employee Wages and Benefits	(6.23)	(8.62)
Community Investments - Donations	-	-
Other General and Admin Expenses	(19.55)	(83.68)
Tax paid	(2.26)	(2.26)
Royalty paid	(9.29)	(9.29)
Payments to Equity holders	-	-
Payments to Debt holders	(49.24)	(70.27)
TOTAL	(139.27)	(610.75)
Economic Value Retained	N/A	N/A

Coverage of the organization's defined benefit plan obligations

The Company does not have defined benefit plan obligations.

No liability exists as of 2020 for benefit plan obligations.



Direct Economic Value generated and distributed

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



**QUALITY
EDUCATION**



Oando Foundation

Oando Foundation envisions a future, where every child irrespective of race, colour, disability, gender or socio-economic status, has access to an education that develops their personality, talent, mental and physical abilities, to their fullest potential. We are committed to improving the learning outcomes of thousands of children in our adopted school communities and working with all stakeholders to improve basic education planning and delivery in Nigeria.

Riding on the wings of the in-kind contributions of our Funding Partner, Oando PLC, we are transforming our culture and the way we work. We deploy innovative technologies to optimize processes and leverage more efficient eco-friendly ways of working. Our people are essential to the Foundation’s success; we provide equal opportunities in recruitment, career development, promotion, training, and reward for all employees, regardless of gender, ethnicity, physical ability, or religion. We continue to invest in our employees to remain at the forefront of research and innovative solutions to addressing education issues whilst empowering them to be change-agents for a better world.

COVID-19 Pandemic

The year 2020 was most unprecedented, the COVID-19 pandemic created the greatest disruption of education systems in history, affecting nearly 1.6 billion learners in 190 countries. According to [i] UNESCO (2020a), school closures affected about 36,400,000 learners across Nigeria, including those in internally displaced camps.

With an education system already burdened with low participation and learning achievements, the closure increased the challenge for children’s education and has the potential to set back recent gains in education. Although some schools explored several mediums to keep their students engaged during the lockdown, many children in public schools where we work are disadvantaged, their parents cannot afford the requisite technology tools, and those in rural areas have poor connectivity, increasing exclusion and further widening the gap. We have learnt to engage, innovate, strengthen partnerships, and explore more effective ways of supporting basic education access and delivery amid the pandemic. Our contributions have ranged from behavioural change



Oando Foundation

communication in school communities, access to online learning resources for parents and children, psycho-social support to teachers, and school-level implementation of partner-projects under the Adopt-A-School Initiative (AASI).



Target Sustainable Development Goals
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Quality education is a critical route out of poverty and towards prosperity. We aim to continue to support the Nigerian Government to achieve its Universal Basic Education goal through our signature project the Adopt-A-School Initiative. The strategies which address this objective are:

- Infrastructural development through school renovation and new builds
- Teacher training and provision of instructional aids
- Introducing Early Childhood Care and Development Education
- Establishing Creative (ICT) Centres
- Oando Scholars programme
- Early Childhood Education

Achieve gender equality and empower all women and girls.



We aim to support increased access and improve the quality of teaching and learning outcomes in schools and prioritize the needs of the girl child across all our programme interventions.

We also recognize the community as a great backbone in our advocacy efforts. Our initiatives are designed to strengthen the capacity of the School Based Management Committee (SBMC) members to reach out to children (especially girls) who are, or most likely to drop out of school, and their families, and to begin to provide a more protective environment. Through our advocacy efforts, we are increasing the participation and voices of women and children in the SBMC and the school development planning process and have begun to see our advocacy efforts yield results.



Oando Foundation



Ensure availability and sustainable management of water and sanitation for all

Lack of privacy for the girl child due to inadequate facilities to support Water, Sanitation and Hygiene (WASH) needs, especially during their menstrual cycle is a key challenge. The Foundation continues to support WASH needs in adopted schools through provision of portable water supply, wash bays, toilets, as well as education on basic hygiene practices.



Strengthen the means of implementation and revitalize the global partnership for sustainable development.

We formed strategic alliances with key government educational institutions, non-governmental organisations, industry specialists, community members and partner with other private sector organisations to ensure effective programme implementation, monitoring, and replication (where required) across other non-adopted schools in the country.

We are partnering with various stakeholders – government, private sector organizations, to support environment education; knowledge on recycling, climate change and conservation across select adopted schools.



We are also adopting eco-friendly practices, reusing, and recycling of some recyclable waste.

2021 Targets

We recognize the extensive use of technology in education during the school closures as an opportunity not only for transforming education systems, but also entire economies. The challenge is to link schools to the transformation that is needed post-COVID-19, building the breadth of skills needed to rebuild the economy. Hence, our future sustainability strategies will lean towards plugging the learning gap occasioned by the COVID-19 pandemic through offline and low-cost technology, increase education opportunities for the marginalized and vulnerable children in public schools, advocate for improved relevant digital content in public schools while promoting eco-friendly knowledge and processes across our work and amongst our partners. We believe that relevant and empowering education is the foundation of all human success.

Key Themes	Goals
Bridging Digital Divide	We are focused on providing better access, affordability and learning outcomes; hence, we will support the provision of low-cost offline digital equipment and content in public schools.
Increasing Education Opportunities	<ul style="list-style-type: none"> Leverage every credible platform to advocate for increased access to relevant and empowering education for every Nigerian child particularly the marginalized and vulnerable. Continue implementation of our Adopt a School Initiative (AASI) across adopted schools.
Early Childhood	<ul style="list-style-type: none"> Early Childhood Care and Education (ECCE) is a crucial investment to improve not only outcomes for children but equity, as it reduces the impact of social inequality on educational outcomes. We will explore partnerships to strengthen Early Childhood Care and Development (ECCD) in adopted schools.
Sustainable environment	<ul style="list-style-type: none"> We are committed in collaboration with partners to sensitize children across 8 communities in Lagos State on recycling and environmental sustainability. We will continue to facilitate the reduction of CO2 emissions by conserving energy use, reducing paper waste, and recycling used plastics.



Oando Foundation

Why are we here?

We are a decade away from the year that the world has committed to achieving Sustainable Development Goal 4 so that every girl and boy can learn to read, write, and achieve her or his potential. At the rate we are going in Nigeria, it might take us over a century, not a decade, to get there. Although education is proven to be the most vital input for every dimension of sustainable development -better education leads to greater prosperity, improved agriculture, better health outcomes, less violence, more gender equality, higher social capital, and an improved natural environment, Nigeria is still far behind.

As part of Oando PLC's commitment to achieving the right of every child to quality education in Nigeria, Oando Foundation was established as an independent charity to champion the cause of education beyond its host communities to every Nigerian child. OF's mandate is to support the Nigerian Government in achieving its Universal Basic Education goal with a vision to create sustainable and equitable educational systems in communities that empower every child through its signature project, the Adopt-A-School Initiative (AASI).



Oando Foundation

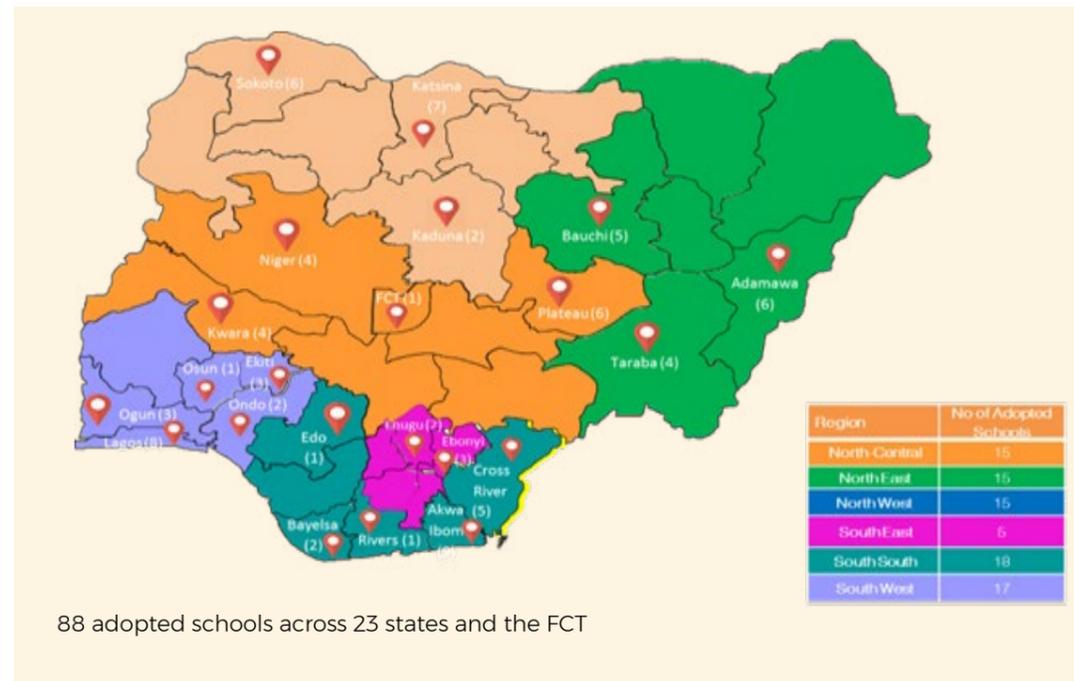
The AASI deploys a holistic approach of integrated school improvement, addressing critical supply and demand factors that affect learning, teaching, management, parental/community participation, and responsiveness to children's needs while creating proof of concept for project replication and scale-up.

Since inception, we have documented many achievements. Through our partnerships cutting across all levels of governance in the basic education sub-sector; stirring increased enrolment, transition, and completion rates across target schools. More than 60,000 out of school children, particularly girls and vulnerable children, are on the path to acquiring literacy and numeracy skills that will improve their lives and impact positively on their communities. 2,834 schoolteachers have improved their subject content knowledge and pedagogical practices and are passing on this knowledge to children in adopted schools in simple, engaging, and effective manner that build their cognitive and socio-emotional skills. Our Teacher and Learning Materials (TLMs) further aid the transfer of knowledge and enrich the students' learning experiences.

We are determined more than ever, to intensify action towards educating the most vulnerable children through the power of collaboration. We remain committed to learning, innovating, and adopting new ways of improving the learning outcomes of thousands of children in our adopted school communities and working with all stakeholders to improve basic education planning and delivery in Nigeria.



Our Reach



60,955

out of school children enrolled, 77% retained; particularly girls and vulnerable children now on the path to acquiring literacy and numeracy skills that will improve their lives and impact positively on their communities.

5000000+

children directly impacted across 88 target communities since its inception in 2021

2,832

school teachers have improved their core subject content knowledge and pedagogical practices and are passing on this knowledge to children in adopted schools in simple, engaging, and effective ways that build their cognitive and socio-emotional skills.

210

headteachers trained in leadership and school administration have become much more effective in supporting teaching and learning in their schools.

1731

SBMC members trained. School-based management committees (SBMCs) have become much more functional and are also more inclusive of women and children. School development planning has improved dramatically.

212

Education Officers trained in evidence planning and education data management.

1153

scholarships awarded to brilliant, underserved children to transit and complete secondary school, affecting over 4,000 indirect beneficiaries.

37%

Maintained a 37% average increase in enrolment in the last 3 academic sessions (2017 – 2020) across target schools and over 90% transition to secondary school.

64

Refurbished 64 schools – infrastructure works included 83 blocks of 249 classrooms, 4 school perimeter fences, 80+ sanitation and hygiene facilities, and 4,000+ units of students’ desks and chairs; improving the learning environment of students in adopted schools.

39

Established 39 ICT Centers and donated educational software to support deployment curriculum-based lessons in adopted schools.

100,000+

people within 39 communities now have access to digital learning opportunities, 78% of student beneficiaries can now display elementary ICT appreciation skills.

10,000+

Teaching and Learning Materials donated across adopted schools to aid in teaching and learning.

Increased community participation in school governance and development, working with key groups such as the School-Based Management Committees (SBMCs)

Replication of our Intervention Models by Government Education Agencies – Community Based Renovation Approach (CBRA) for infrastructure projects and our Teacher Capacity Development (TCD) models are being replicated by Sokoto and Katsina state governments.



Oando Foundation

Limitations

Operations:

The COVID-19 induced lockdown created a disruption in the way we have worked. Schools closures affected physical implementation of interventions, and projects. However, we adapted our responses; ensuring our partners have the right up-to-date information about COVID-19 utilizing our existing digital-platforms. Also, we provided updated information on ways to engage children at home and available online opportunities for continued learning.

Funding

Our world is changing. The rise in competing priorities for global funds affects the availability of funds for basic education mandate, limiting available funding to support education programmes.

Strategy:

The Foundation deploys an integrated whole school approach to its implementation, hence the complexities of a holistic approach to education reform may create challenges for scale up and replication. As globalization and rapid advancements in technology continue to transform our world, the Foundation plans to review its strategy in 2021 to reflect new realities.

Organizational Structure

Oando Foundation is committed to the highest standards of corporate conduct and we pride ourselves on our governance standards and transparency. Our Code of Conduct and Ethics sets professional standards for how we operate and the values that guide our leadership team and the work we do.

The Foundation is overseen by a Board of Trustees (BOT). Members are selected based on a pre-determined skills matrix. The Board provides oversight to the Head, Oando Foundation who is supported by a team of dedicated staff and volunteers to manage its daily operations. The Board of Trustees meets independently and jointly during the year to provide oversight functions to the Foundation's activities.

Board members serve on a pro-bono basis and therefore receive no financial compensation for services/time rendered. They are responsible for engendering a corporate culture that is inclusive, innovative, and meritocratic, and on ensuring that this aligns with the organization's purpose, values, and strategy. In doing so, all directors are committed to acting with integrity and leading by example. Every year, board members are required to disclose any potential conflict of interests.



Oando Foundation

To effectively implement and coordinate the programme implementation process, OF works with 10 implementing partners (Non-Governmental Organizations/Community-Based Organizations) across 6 geo-political zones to ensure active programme implementation and monitoring. Also, consultants are engaged to provide specialized services in conducting surveys, data collection and analysis, support to the Local Government Education Authority (LGEA) and teacher capacity building components, among others.

The Foundation effectively leverages Oando Group's in-kind human resource support - Finance, Legal, Governance, Human Resources, and Administrative services. The Foundation's strategy is, therefore hinged on the following core values of Teamwork, Respect, Integrity, Passion and Professionalism (TRIPP).

Stakeholder engagement

Education is evolving to meet the changing demands of today's learners. At Oando Foundation, engaging with stakeholders

always takes place through the lens of sustainability which informs and influences our approach across the communities we operate. We recognize that effective stakeholder management is critical to the success of our work; engaging the right people in the right way improves the quality of our work, increases ownership, and drives sustainability.

In the course of our work, we have identified and cultivated multilevel partnerships with a range of groups across various levels - government, International Development Agencies, Political and traditional & Religious Leaders, NGO's, Civil Society Organizations, Philanthropists, and communities. These include State Ministries of Education, State Universal Basic Education Boards, Local Government Education Authorities, School Based Management Committees, Head Teachers of Adopted schools, Secondary School principals, Scholarship Boards and Parents.



Oando Foundation

A detailed overview of our stakeholders is highlighted in the Stakeholder Identification Table:

Stakeholder Group	Basis of Identification	Format/ Mode of Engagement	Frequency	Key Stakeholder concerns/ issues raised	Resolution Strategy
State Universal Basic Education Board	Education Sector mapping States Education Index Report.	Letters/emails Meeting Periodic project updates.	Ongoing Quarterly.	Additional support to stem the COVID-19 induced disruption.	Oando Foundation is learning and adapting her strategy to support state government through mobilization and coordination of private sector investment in education and provision of low-cost offline technologies.
Community Members	Community mapping Based on State SBMC policy.	Focus Group Discussions Phone calls.	Quarterly Ongoing	Capacity gaps to monitor and advocate effectively. Inadequate funding for school development.	The Foundation has a continuous training and mentoring plan for community stakeholders, to support efforts in the achievement of school development plans. OF is building a capacity of SBMC to mobilize resources from alternate funding streams such as individuals and alumni.
Teachers	Government adopted schools.	Focus Group Discussions Meetings Interviews.	Quarterly Ongoing.	Maintenance of infrastructure provided by OF such as ICT, furniture. Inadequate furniture and school maintenance funding.	Oando Foundation is working with the government & communities to provide additional resources to support infrastructure requirement and maintain already provided infrastructure in adopted schools



Oando Foundation

Vulnerable Groups Identified

In line with our commitment to ensure inclusive and equitable quality basic education in the communities we serve, Oando Foundation continues to target the below vulnerable groups –

Out of School Children – despite the Child Rights Act passed by the Nigerian government, Nigeria has more primary school children out of school than any other country worldwide –10.5 million children out of school represents 14% of the 61 million children out of school globally (UNICEF). Children not attending school are in most cases unaccounted for in school records. They are therefore “invisible” and often not considered in policy and decision-making. Oando Foundation mobilizes Out of School Children (OOSC) through community mobilization and works with different stakeholders to increase their chances to stay in school and learn.

Girls –. Girl’s education does not only bring the immediate benefit of empowering girls but is seen as the best investment in a country’s development. Educated girls develop essential life skills, including self- confidence, the ability to participate effectively in society, and protect themselves from HIV/AIDS and sexual exploitation. Girl’s education also helps cut down children and maternal mortality rates, contributing to national wealth, and controlling disease and health status. Children of educated women are more likely to go to school and, consequently, this has exponential positive effects on education and poverty reduction for generations to come. Oando Foundation mainstreams gender across all its programme interventions whilst making concerted efforts that target girls specifically to bridge the gender gap. To date, 51% of all children in adopted schools are girls.

Children affected by Crisis - The North-Eastern part of Nigeria has become significantly displaced educationally due to the Boko Haram insurgency. Many children who are victims of the insurgency have had their schooling interrupted, some have become orphaned, whilst others lack the financial resources necessary to continue schooling.

Special Needs Children - to reduce the difficulties faced by children with disabilities and support inclusion and retention in schools, the Foundation provides teaching and learning aids, as well as ramps in schools we renovate. Besides, our teacher training programme builds capacity for teachers to understand and attend to children with learning difficulties.

2020 Programme Update

Joining Voices for Education Recovery

Global recovery from the impact of the COVID-19 pandemic will be incomplete without consciously rebuilding the education sector, especially the learning inequalities and higher out of school numbers. We recognize that synergy among all stakeholders – government, private sector, and the civil society is critical for mutual accountability, economies of scale, and avoiding duplication of efforts across all levels is apt.

Through the Nigeria Annual Education Conference (NAEC) and Private Sector Advisory Group (PSAG), we continued to drive the course of Basic Education in Nigeria, ensuring we lend our voice to pertinent issues in the sector. Nigeria's Annual Education Conference themed "Building on effective, resilient and sustainable education system for Nigeria during and post COVID-19 pandemic: The way forward" provided an opportunity to share evidence of

our work with multilevel education stakeholders whilst participating in the discourse on leapfrogging innovations for the transformation of education delivery in Nigeria.

Similarly, we co-organized a virtual conference hosted by the PSAG to address the private sector education investment towards COVID-19 responses and the emerging opportunity for large-scale impact. The urgent need for increased allocation of public resources to the education sector, and the unique role organized private sector can play through strategic partnerships that leverage technical expertise and resource mobilization opportunities cannot be overemphasized. Panelist included the Minister of State for Education, Chukwuemeka Nwajiuba, CEO Chapel Hill Denham and Co-Chair of PSAG Nigeria, Mr Bolaji Balogun; Chief of Education, UNICEF Nigeria, Euphrates Wose and our Head of Oando Foundation, Adekanla Adegoke.

The Webinar, among other things, identified key education investment areas and reflected education delivery, challenges, and opportunities; highlighted private sector contributions to the sector, especially during the COVID-19 pandemic; explored possible evidence-based private sector interventions post-COVID and engaged strategically with education stakeholders for a coordinated mid to long term response.

Quality Education



Oando Foundation



Partnerships are indispensable to making a real change in education. Partnerships are at the core of our strategy to scale opportunities for underserved children to access world-class education systems. We partnered with the United States (USAID-AENN) and Sumitomo Chemical, to improve infrastructure development in Mafoni Primary School, Maiduguri, establishing a fully equipped 15 desktops solar-powered digital learning (ICT) Centre and upgraded 2 Early Childhood Care and Development (ECCD) classrooms with age-appropriate teaching and learning materials, creating a conducive learning environment. Besides, ECCD teachers and care workers were trained to deploy age-appropriate child-centered approaches to stimulate learning and increase children engagement.



Oando Foundation



Increasing Waste Recycling and Reusability

We also expanded our partnership with Sumitomo Chemicals to promote environmental education and sustainable action against climate change in Lagos State through a joint project tagged 'Clean Our World'. The project aims to create awareness and empower children, teachers in 7 public primary schools and their host communities with the knowledge of plastic recycling and waste management, whilst encouraging the adoption of eco-conscious lifestyles. Benefitting school communities include Dele Ajomale

Schools Complex (I-IV) Ilesamaja, Metropolitan Primary School, Orile-Iganmu, Olisa Primary School and Methodist Primary School, Mushin.

Recent reports estimated that Nigeria generates over 32 million tons of solid waste annually, of which > 30% is plastic. Reckless disposal of Municipal Solid Waste (MSW) has led to blockage of sewers and drainage networks and choking of water bodies causing increased flooding across cities.

Climate change is evident in rising temperatures, more intense and frequent weather events, and sea-



Oando Foundation

level rise. Hence, creating awareness on plastic recycling, environmental responsibility and sustainability will help explain, inform, motivate, persuade, and encourage beneficiaries in target schools and communities to embrace behavioural changes necessary for long-term impact. The first phase of the project was implemented in Metropolitan Primary School, Orile Iganmu.





Oando Foundation

Expanding Support for Education

Following our drive for increased volunteering and support for children under the Oando Foundation Scholar Programme, the staff of Oando Plc, the Foundation’s core funding partner - contributed to sponsor 28 children with the ancillary cost of education materials such as teaching and learning guides, school uniforms and textbooks, under the Oando Foundation Scholar Programme. The formal handover ceremony was conducted virtually in commemoration of the international Volunteers Day, 5th December 2020. The importance of volunteering was amplified to the virtual audience and a call was made for more volunteers to lend their time and resources towards supporting the education of marginalized children.



Addressing economic Barriers towards educational achievements for marginalized children

The impact of poverty on education globally remains one of the biggest challenges facing the achievement of SDG4 goals on access, equity, and inclusion. In Nigeria, despite compulsory free basic education in Nigeria, about 10.5 million Nigerian children are presently out of school (UNICEF), the highest in the world. Oando Scholars Programme supports the transition and retention of intellectually gifted pupils from adopted schools through secondary education. The award covers tuition where applicable, as well as other ancillary costs including transportation, study materials, and uniforms.

Through the scholarship programme, Oando Foundation has directly impacted 1,153 students from poor socio-economic backgrounds till date. 56% of them have recorded remarkable strides, performing above 70% average consistently; others have represented their states and local governments at different academic competitions. In 2020, 309 scholars benefitted from the initiative.



Supporting COVID-19 Relief Efforts through Tap to Reach All

Since the emergence of the COVID-19 pandemic, there has been an overwhelming response from both the public and private sector to support the work of multiple bodies providing food relief to the less privileged amongst us.

The Foundation supported The Aggregator Platform (TAP), a unique initiative inspired by the staff of Oando PLC (Humans of Oando) as an aggregator platform for all COVID-19 related intervention efforts that are focused on the sustenance of livelihoods in less privileged communities across Nigeria, starting with Lagos State.

As of December 31, 2020, a total of ₦37.5million has been raised and 10 NGOs have been signed onto TAP, reaching 5,363 households across 21 communities in Lagos with food palliatives.



Oando Foundation

Our goals remain the same – provide underserved children access to world-class education structures. 2021 will be no different, we will deploy ourselves, our resources and leverage our network to amplify the voices of unheard children, working with old partners, while we forge new ones. We are excited about increased opportunities to transform more lives through education in 2021.



GRI Content Index

Oando PLC has reported in accordance with the GRI Standards for the period from 1 January 2020 to 31 December 2020.

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GR 101: Foundation 2016		
GR 102: General Disclosures	Disclosure 102-1 Name of the organization	Page 1
	Disclosure 102-2 Activities, brands, products, and services	Pages 6 to 9; Oando 2020 Annual Report & Accounts pages 6, 23-31
	Disclosure 102-3 Location of headquarters	Pages 10 and 11; Oando 2020 Annual Report & Accounts pages 10 and 11
	Disclosure 102-4 Location of operations	Pages 10 and 11; Oando 2020 Annual Reports & Accounts pages 10 and 11
	Disclosure 102-5 Ownership and legal form	Oando 2020 Annual Report & Accounts, page 36
	Disclosure 102-6 Markets served.	Pages 10 and 11; Oando 2020 Annual Report & Accounts page 6
	Disclosure 102-7 Scale of organization	Pages 10 and 11; Oando 2019 Sustainability report 12-15
	Disclosure 102-8 Information on employees and other workers	Pages 46 -51
	Disclosure 102-9 Supply chain	Pages 58-62
	Disclosure 102-10 Significant changes to the organization and its supply chain	Pages 58-62
	Disclosure 102-11 Precautionary Principle or approach	Pages 23 - 32
	Disclosure 102-12 External initiatives	Page 42, Oando 2018 Sustainability Report Page 29-30, Oando 2020 Annual Report & Accounts page 4
	Disclosure 102-13 Membership of associations	Page 42, Oando 2020 Annual Report & Accounts page 48
	Disclosure 102-14 Statement from senior decision-maker	Pages 12-15; 16-19
	Disclosure 102-15 Key impacts, risks and opportunities	Pages 30-32
	Disclosure 102-16 Values, principles, standards and norms of behavior	Page 2, Oando 2020 Annual Report and Accounts page 8
	Disclosure 102- 17 Mechanisms for advice and concerns about ethics	Page 41
	Disclosure 102- 18 Governance Structure	Oando 2020 Annual Report & Accounts pages 37-41
	Disclosure 102-19 Delegating Authority	Oando 2020 Annual Report & Accounts, pages 42 and 43

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GR 102: General Disclosures	Disclosure 102-20 Executive level Responsibility for economic, environmental and social topics	Oando 2020 Annual Report & Accounts, page 42
	Disclosure 102-20 Consulting stakeholders on economic, environmental and social topics	Oando 2020 Annual Report & Accounts, pages 36-46
	Disclosure 102-22 Composition of the highest governance body and its Committees	Oando 2020 Annual Report & Accounts, pages 38-41, 43-46
	Disclosure 102- 23 Chair of the highest governance body.	Oando 2020 Annual Report & Accounts, page 38
	Disclosure 102- 24 Nominating and selecting the highest governance body.	Oando 2020 Annual Report & Accounts, page 44
	Disclosure 102- 25 Conflicts of interest	Oando 2020 Annual Report & Accounts, pages 166-169
	Disclosure 102-26 Role of highest governance body in setting purpose, Values	Oando 2020 Annual Report & Accounts, page 42
	Disclosure 102-27 collective knowledge of the highest governing body	Oando 2020 Annual Report & Accounts, page 42
	Disclosure 102-29 Identifying and managing economic, environmental and social impact	Oando 2020 Annual Report & Accounts, pages 52-53
	Disclosure 102-30 Effectiveness of risk management processes	Pages 23, 27-32, Oando 2020 Annual Report, pages 52 and 53
	Disclosure 102-31 Review of economic, environmental and social topics	Oando 2020 Annual Report , page 47
	Disclosure 102-33 Communicating Critical concerns.	Oando 2020 Annual Report & Accounts, pages 48 and 49
	Disclosure 102- 34 Nature and Total number of concerns	Oando 2020 Annual Report & Accounts, pages 48 and 49
	Disclosure 102-35 Remuneration Policies	Page 52, Oando 2020 Annual Report & Accounts page 42 and 43
	Disclosure 102-36 Process for determining Remuneration	Oando 2020 Annual Report and Accounts page 42 and 43
	Disclosure 102- 37 Stakeholders involvement in remuneration	Oando 2020 Annual Report and Accounts pages 42 and 43
	Disclosure 102-40 List of stakeholder groups	Pages 25, 38, 54, 60, 61, 80, 85, 90, 91, 118, 119 and 134
	Disclosure 102-41 Collective bargaining agreements.	Oando 2018 Sustainability Report Page 33
	Disclosure 102- 42 Identifying and selecting stakeholders	Pages 25, 38, 54, 60, 61, 80, 85, 90, 91, 118, 119 and 134

GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GR 102: General Disclosures	Disclosure 102- 43 Approach to stakeholder engagement.	Pages 25, 38,54,60.61 80,85, 90,91,118, 119 and 134
	Disclosure 102- 44 Key topics and concerns raised	Pages 25, 38,54,60.61 80,85, 90,91,118, 119 and 134
	Disclosure 102-45 Entities included in the consolidated financial statements.	Page 117
	Disclosure 102-46 Defining report content and topic boundaries	Page 2
	Disclosure 102-47 List of material topic	Oando 2018 Sustainability Report Page 16-18, Oando 2020 Annual Report and Accounts page 47
	Disclosure 102- 50 Reporting period.	Page 4
	Disclosure 102- 51 Date of most recent report.	Page 4
	Disclosure 102- 52 Reporting cycle.	Page 4
	Disclosure 102-53 Contact point for questions regarding the report	Page 156
	Disclosure 102- 54 Claims of reporting in accordance with the GRI Standards	Page 4
Disclosure 102-55 GRI Content Index	Pages 144-154	
GR 103: Management Approach	Disclosure 103-1	Oando 2018 Sustainability Report Pages 16-18
	Disclosure 103-2	Pages 35,46 47, 52,72 78,pages 108-111
	Disclosure 103-3 Evaluation of the management approach.	Pages 35,46 47, 52,72 78,pages 108-11
GRI 201: Economic Performance	Management Approach Disclosure 201-1 a. Direct economic value generated and distributed (EVG&D) on an accruals 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:	Page 120

GR 201: Economic Performance	i. Direct economic value generated: revenues	Page 120
	ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments;	Page 120
	iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'.	Page 120
	b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	Page 120
	Disclosure 201-3	Page 120
	a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities.	Page 120
	b. If a separate fund exists to pay the plan's pension liabilities:	Page 120
	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;	Page 120
	ii. The basis on which that estimate has been arrived at;	Page 120
	iii. When the estimate was made.	Page 120
	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.	Page 52
	d. Percentage of salary contributed by employee or employer.	Page 52
	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.	Page 52
	Disclosure 201-3	Page 121
	a. Total monetary value of financial assistance received by the organisation from any government during the reporting period, including:	Page 121
i. tax relief and tax credits;	Page 121	
ii. subsidies;	Page 121	
iii. investment grants, research and development grants, and other relevant types of grant	Page 121	

GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GR 201: Economic Performance	iv. award;	Page 121
	v. royalty holidays;	
	vi. financial assistance from Export Credit Agencies (ECAs);	Page 121
	vii. financial incentives;	Page 121
	vii. other financial benefits received or receivable from any government for any operation.	Page 121
	b. The information in 201-4-a by country	Page 121
	c. Whether, and the extent to which, any government is present in the shareholding structure.	Page 121

GRI 202: Market Presence	Management Approach Disclosure 202-1	Page 52
	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	
	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 52
	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 52
	d. The definition used for 'significant locations of operation.'	Page 10 and 11
Disclosure 202-2	Pages 46-50	
a. Percentage of senior management at significant locations of operation that are hired from the local community.		

GRI 202: Market Presence	b. The definition used for 'senior management'	Page 47-50
	c. The organization's geographical definition of 'local'.	Page 47-49
	d. The definition used for 'significant locations of operation'.	Pages 10 and 11

GRI 203: Indirect Economic Impacts	Management Approach Disclosure 203-1	Pages 108-111, pages 130 and 131
	a. Extent of development of significant infrastructure investments and services supported	
	b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.	Pages 112 and 113
	c. Whether these investments and services are commercial, in-kind or pro bono engagements.	Pages 84 and 85
	Disclosure 203-2	Pages 108-111, pages 130 and 131
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 108-111, pages 130 and 131	

GRI 204: Procurement Practices	Management Approach Disclosure 204-1	Pages 62
	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'.	Page 62
c. The definition used for 'significant locations of operation'	Page 10 and 11	

GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 205: Anti-Corruption	Management Approach Disclosure 205-1	Page 41
	a. Total number and percentage of operations assessed for risks related to corruption.	Pages 30 to 32, 41 and 43
	b. Significant risks related to corruption identified through the risk assessment.	Pages 30 to 32
	Disclosure 205-2	Page 41
	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.	*anti-corruption policies and procedures are communicated to all governance body members and all employees.
	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.	Pages 41 *anti-corruption policies and procedures are communicated to all governance body members and all employees.
	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.	*Our anti-corruption policies and procedures are communicated to all our business partners.
	d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.	*All of our governance body members have received training on anti-corruption
	e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	*All our employees have received training on anti-corruption
	Disclosure 205-3	None
	a. Total number and nature of confirmed incidents of corruption	None
	b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.	None
c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	None	

GRI 205: Anti-Corruption	d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases	None
GRI 302 Energy	Disclosure 302-1	Page 62
	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used.	Page 62
	b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used.	Page 62
	c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption	Page 62
d. In joules, watt-hours or multiples, the total i. electricity sold	Page 62	
GRI 303 Water and Effluents	Management Approach Disclosure 303-1	Page 63
	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).	Page 63
	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.	Page 63
	Disclosure 303-3	Page 63
	a. Total water withdrawal from all areas in megaliters	Page 63
b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable:	Page 63	

GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 304: BIODIVERSITY	Management Approach Disclosures 304-1	Page 91
	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:	Page 91
	Disclosure 304-2 a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:	Page 91
	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.	Page 91
	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 measures.	Page 91
GRI 305: EMISSIONS	Management Approach	Page 92
GRI 306: EFFLUENTS AND WASTE	Management Approach	Pages 61, 92- 100
	Disclosure 306-2 Water waste by type and disposal method	Pages 63, pages 92-100
	Disclosure 306-4 Transport of hazardous waste	Pages 94-97; pages 98 and 99
GRI 401: EMPLOYMENT	Management Approach	Pages 50 and 51
	Disclosure 401-1 New employee hire and employee turnover	Pages 50 and 51

GRI 401: EMPLOYMENT	Disclosure 401-2 Benefits provided to full time employees that are not provided to temporary or part-time employees.	Page 52
	Disclosure 401-3 Parental leave	Page 52
GRI 402: LABOUR/ MANAGEMENT RELATIONS	Management Approach	Page 52
GRI 403: OCCUPATIONAL HEALTH AND SAFETY	Management Approach	Pages 100-105, page 116
	Disclosure 403-1 Workers representation in formal joint management-worker health and safety committees	Pages 100-105, page 116
	Disclosure 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Pages 100-105, page 116
GRI 404: TRAINING AND EDUCATION	Management Approach	Page 53
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs.	Page 53
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews.	Page 53
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY	Management Approach	Pages 48 -49, Oando 2020 Annual Report, page 49
	Disclosure 405-1 Diversity of governance bodies and employees	Pages 43 -46, Oando 2020 Annual Report pages 38 -42
GRI 406: NON-DISCRIMINATION	Management Approach	Page 47

GRI Content Index

GRI standard	Disclosure	Page number(s) and/or URL(s)
GRI 408: CHILD LABOUR	Management Approach	Page 63
	Disclosure 408-10 Operations and suppliers at significant risk for incidents of child labor	Page 63
GRI 409: FORCED OR COMPULSORY LABOUR	Management Approach	Page 92
GRI 410: SECURITY PRACTICES	Management Approach	Oando 2018 Sustainability Report page 39
	Disclosure 410-1 Security personnel trained in human rights policies or procedures.	Oando 2018 Sustainability Report page 39
GRI 412: HUMAN RIGHTS ASSESSMENT	Management Approach	Page 63
	Disclosure 412-1 Operations that have been subject to human rights reviews or impact assessments.	Page 63
	Disclosure 412-2 Employee training on human rights policies or procedures	Page 63
GRI 413: LOCAL COMMUNITIES	Management Approach	Pages 84-85
	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs.	Pages 108-111, pages 130 and 131
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities	Pages 108-111, pages 130 and 131

GRI 415: PUBLIC POLICY	Management Approach Disclosure 415-1 Political contributions	Page 124 Pages 124-142
GRI 419: SOCIOECONOMIC COMPLIANCE	Management Approach Disclosure 419-1	Pages 39-41
	Non-compliance with laws and regulations in the social and economic area	Pages 39-41, Oando 2020 Annual Report and Accounts page 48

FEEDBACK

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:

Ayotola Jagun

Chief Compliance Officer and Company Secretary

ajagun@oandopl.com

or

Alero Balogun

GM, Business Support Group

albalogun@Oandopl.com

