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Oando PLC

Sustainability Report 2017

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Oando PLC

Sustainability Report 2017
About this report

The 2017 Report is the fifth in the series of Oando’s Sustainability Reports. This year, our report is focused on the state of the company’s business, our engagement with multiple stakeholders, and our impact on the environment and society whilst doing business in a responsible and responsive manner.

Another important aspect of this report is our response to stakeholder challenges and concerns in previous years and the effect our business has had on the economic and social growth of our stakeholders. The 2017 report may be lacking in some information and data regarding our emissions and health and safety as we were not directly in charge of the operatorship of our assets in the year under review. However, we remain operator ready and have kept our standards and policies updated in line with best practice and safety for our people.

We used the Global Reporting Index in accordance with the Core option released in 2016 in preparing our report. We have in the spirit of transparency and responsibility reported on all the disclosures that relate to the Company’s business in 2017.

Our Corporate Culture - “It is literally true that you can succeed best and quickest by helping others to succeed.” – Napoleon Hill

Oando’s corporate culture is hinged on the values of Teamwork, Respect, Integrity, Passion, and Professionalism (TRIPP), which embodies the ‘Oando Way’.

Teamwork: Everyday, our people are driven to work together towards actualising the organisation’s common goals and core values.

Respect: We encourage that consideration is shown to all colleagues. By appreciating the worth of others and valuing their contributions, productivity is improved, and a work friendly environment is created.

Integrity: Reliability, honesty, and trustworthiness are integral to all business dealings and employees’ interpersonal relationships.

Professionalism: Proper conduct by all employees is a critical component for our achievement of business excellence.

Passion: At Oando, we perform our tasks with enthusiasm and vigor, with an underlying zeal to always perform at an extraordinary level.
About Us

We are one of Africa’s leading indigenous energy companies operating in the upstream, midstream and downstream sectors. Primarily listed on the Nigerian Stock Exchange, we were the first African company to have a cross-border inward listing on the Johannesburg Stock Exchange. We are a proudly African company delivering world-class solutions and blazing the trail for a new breed of African corporates.

Through leadership and pioneering solutions, we are changing the continent’s energy landscape one step at a time. We have invested substantially in assets across the entire energy value chain, formed strategic alliances to maximize productivity and are positioned to continue to deliver value to our stakeholders in an environmentally sustainable manner.

MISSION
To be the leading integrated energy solutions provider

VISION
To be the premier company driven by excellence

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

50,000 BOEPD
production capacity

264 KM
pipeline gas grid developed in western and southern Nigeria

300
Over 300 service stations in Nigeria, Ghana, Togo and the Republic of Benin

33 m
33 million barrels crude export volume to date
Our Global Footprint

Oando has presence in different locations around the world. Our operations are currently focused on West Africa and include upstream, midstream and downstream activities. We are front runners in all sectors of our operations. We are a transformational company with an outstanding workforce that strive towards delivering the highest standards that guarantee a brighter future.

1. Nigeria
2. Benin Republic
3. Togo
4. Ghana
5. São Tomé & Príncipe
6. South Africa
7. United Kingdom
8. United Arab Emirates

Primary Listing - NSE
Secondary Listing - JSE
Our Journey

Our journey as an Energy Company began in 1956 when the business started as a Petroleum marketing Company under the name ESSO West Africa Incorporated, a subsidiary of Exxon Corporation, USA. In this regard, the Company has passed through different stages to emerge as it is today, including but not limited to incorporation, nationalization, public listing, partial privatization in the government controlled Unipetrol, share acquisition, mergers and divestments.

1956 Business operations commenced as a petroleum marketing company in Nigeria under the name ESSO West Africa Incorporated, a subsidiary of Exxon Corporation, USA.

1976 The Government bought ESSO’s interests and became sole owners. The Company was renamed Unipetrol Nigeria Limited.

1991 The Company became a Public Limited Company - Unipetrol Nigeria Plc – and 60% of the Company’s shareholding was sold to the public under the first phase of privatization.


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

1999 Unipetrol acquired 40% in Gaslink Nigeria Limited (which was increased to 51% in 2001).

2000 Ocean & Oil, a private investment company acquired 30% controlling interest in Unipetrol Plc.

2002 Unipetrol acquired 60% equity in Agip Nigeria Plc.

2003 Unipetrol Nigeria Plc merged with Agip Nigeria Plc and was renamed Oando Plc.

2005 Oando Plc became the first African company to accomplish a cross-border inward listing on the Johannesburg Stock Exchange (JSE).

2007 Oando Energy Services acquired two oil drilling rigs for approximately $100 million for use in the Niger Delta.

2008 Oando acquired 15% equity in OML 125 and 135, emerging as Nigeria’s first indigenous oil company with interests in producing deepwater assets. The Company also acquired an additional oil drilling rig.

2009 Oando acquired two additional oil drilling rigs.

2010 Oando completed a N20 billion rights issue which was 128% subscribed. Oando also launched its first Independent Power Plant for the Lagos State Water Corporation.

2012 OER listed on the Toronto Stock Exchange.

2013 Oando completed a N54.6 billion rights issue exercise which was 101% subscribed.

2014 Oando acquired Conoco Phillips Nigerian business for $1.5b. Our subsidiary, EHG, was sold to Seven Energy for $250m and OER successfully completed a private placement for $50m.

2015 An agreement was reached to recapitalize 80% of the downstream Helios-Vitol consortium for $461million. $250million rights issue successfully achieved.

2016 Oando voluntarily delists from the Toronto Stock Exchange (TSX).

2017 Oando Gas & Power rebrands as Axxela, Oando completes recapitalization of its downstream business.

Our Market Presence

The Oando Group comprises of four companies who are leaders in their respective divisions of the oil, gas and energy sector; Oando Energy Resources, Oando Trading, Axxela Group (formerly Oando Gas & Power) and OVH Energy (formerly Oando Marketing Limited).

UPSTREAM

Oando Energy Resources (OER) is a leading African exploration, production and development company with an extensive asset base covering exploration, development and production of both oil and gas situated on and offshore in Nigeria, and the Exclusive Economic Zone (EEZ) of Sao Tome and Principe.

MIDSTREAM

Axxela (formerly Oando Gas and Power)

In 2017, we successfully rebranded Oando Gas & Power to Axxela Limited. Axxela has continued to thrive as the pioneering company of natural gas distribution to industrial and commercial consumers across Nigeria. In the reporting year, Phase IV of the Greater Lagos Pipeline Expansion Project was commissioned. This is an 11km pipeline delivering natural gas to customers along the Marina, Ijora axis of Lagos State further expanding our distribution infrastructure.

DOWNSTREAM

Oando Trading

Oando Trading is a leading supplier of petroleum products in Nigeria, its key trading commodities include petrochemicals, industrial & liquefied natural gas, refined oil products and crude oil. Oando Trading is a key participant in international oil markets, with a significant presence in the West African region, and direct access to major energy markets across Africa via its offices in the United Arab Emirates, South Africa and Nigeria.

OVH (formerly Oando Marketing Limited)

OVH, a downstream marketing company is a leading retailer of petroleum products in Nigeria, with operations spanning across West Africa. OVH provides solutions for a wide range of energy needs, with expertise spanning across the provision of jetty services and the marketing and distribution of refined petroleum products for retail, commercial and industrial purposes. Alongside its subsidiaries, OVH are custodians of the Lagos Midstream Jetty (also recognized as West Africa’s first privately owned midstream jetty).
I am pleased to introduce our 2017 Sustainability Report. This is our fifth year of reporting; and another opportunity to demonstrate our continuous commitment to delivering societal value, the “Oando way”. In 2015, we aligned our sustainability strategy towards the achievement of the Sustainable Development Goals (“SDGs”), and ever since the SDGs have served as a compass through which we shape, communicate and report on our strategies, goals and activities as a business.

Growing together with our stakeholders and maintaining a proactive approach to sustainable development requires immense effort, the SDGs give clear references which guide us in aligning our practices to propel the achievement of the Goals. This report demonstrates our strategic approach and commitment towards maintaining a sustainable business, as well as our outcomes so far.

The year 2017 saw a focus on economic recovery for the nation as a whole, the Nigerian economy grew to 0.83% by year-end 2017, up from -0.91% GDP growth at the beginning of the year. The oil and gas industry was a major contributor to this recovery as oil prices surpassed the $60/bbl mark and reached a two year high of $65.62/bbl at the end of the year 2017. As a company, we were focused on sustaining our profitability and leveraging on our core dollar earning businesses, while completing divestment of non-core businesses and restructuring of our loan facilities.

Every so often, the economic climate poses challenges that tempt businesses to focus only on the short-term, setting aside the need to prepare for future challenges and opportunities. At Oando, we have made concerted effort to avoid this. We have aligned our business with the SDGs by embedding its principles and values into our strategy, business model, corporate culture and decision making processes, as demonstrated in this report. We are focused on setting long-term goals that fundamentally influence how we operate and engage, as we continue to pioneer and break new grounds on behalf of our people, economy, environment and communities.

Partnerships for the Goals
We believe strongly in partnering with others for achievement of the goals. The company continues to partner with governmental and non-governmental organisations towards the advancement of the goals. We remain active participants in the United Nations Global Compact, and continue to align ourselves with its ten principles, in the thematic areas of Human Rights, Labour, the Environment and Anti-corruption. We have also maintained our involvement and contribution to the World Economic Forum’s Partnership against Corruption initiative.

The Oando Foundation (the “Foundation”), maintains a strong belief in the power of partnership as a platform for sustainable intervention. Through strategic collaboration with key private and public actors, the Foundation raised over N500milion, in direct contributions for projects in adopted schools. The Foundation also committed for increased access to basic education on various national and international platforms in 2017, its direct advocacy engagement with the Universal Basic Education Commission resulted in it being selected to champion the strategic coordination of other private sector education affiliates supporting basic education in Nigeria.

Furthermore, in conjunction with our joint venture partners, we embarked on community projects that enhance inclusive and sustainable urbanisation in the communities in which we operate. In 2017, Oando and its joint venture partners cumulatively expended approximately N5.6bn on various sustainable community development projects and programs.

Accordingly, as technical suspensions do not exist with the listing rules of the Johannesburg Stock Exchange (JSE), the JSE (our jurisdiction of secondary listing) had to institute a full suspension of trading in the shares of Oando, so as to be near consistent with the trading status of the Oando shares listed on theNSE.

Whilst we have consistently maintained our position of not being guilty of the allegations raised by the petitioners in their petitions, in the spirit of co-operation and transparency, the company proceeded to comply with the directives of the Commission in order to ensure a smooth and swift conclusion of the forensic audit.

We do not see the SEC’s actions as a blight on 2017 but instead have taken learnings to enable greater shareholder participation, increased transparency in our communications to all our stakeholders and further strengthened our internal processes to ensure that we continue to operate to the best global corporate governance standards.

We have so far succeeded in reaching an amicable agreement with the aggrieved shareholder and having the technical suspension of our shares lifted by theNSE, and the full suspension lifted by the JSE. We are hopeful that the year 2018 will see the forensic audit concluded with a result that reinforces the values, and standards that we strictly adhere to.

Closing
In spite of the challenges of 2017, we maintain a positive outlook for the year 2018. We continue to initiate and maintain strategic partnerships of mutual benefit in our journey to becoming the trusted investment vehicle, employer and partner of choice in the energy industry.

HRM Oba Michael A. Gbadebo, CFR
Chairman

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HRM Oba Michael A. Gbadebo, CFR
Chairman
The Company continues to believe in the importance and interconnectivity of its impact on the society and environment to the success of its business. As always, sustainability remains part of our corporate culture and the way we do business.

In 2015, the United Nations Framework Convention on Climate Change held in Paris and the United Nations also set Sustainable Development Goals. To this end, Oando published her Green Environment plan in 2016, targeted at recycling and managing waste in our buildings and all places of operation, reducing energy consumption and targeting efficiency, incorporating carbon reduction and managing our use of water. We have designed and aligned our policies and actions with the advancement of this plan; including, ensuring that our new head-office building and our corporate life style meet our commitment to the global goals.

The business environment in 2017

A significant improvement in oil prices was witnessed in 2017. This elicited an increasing belief that the market was approaching a new norm. The events during the course of the year led many industry experts to believe that the worst was indeed over as the market appeared to have found stability, with oil price volatility falling by about a third during the course of the year.

The Nigerian economy overall returned to growth, with the economy growing by 0.83% in 2017, a positive outcome compared to the contraction of 1.5% recorded in 2016. This recovery was driven mainly through the implementation of favourable economic policies; rising oil prices, relative oil production and forex stability; and improved manufacturing activity.

In the Oil and Gas industry, production levels increased by about 16% to 1.75mmbpd in Q4 2017 compared to the 1.51mmbpd produced at the beginning of the year. Niger Delta restiveness also decreased as the Niger Delta Avengers (“NDA”) ceasefire which began in August 2016 was maintained during the year.

The industry also saw positive policy reforms notably the passage of the Petroleum Industry Governance Bill (PIGB) by the Senate, restructuring of the NNPC and continued payment of JV Cash call arrears via the Repayment Agreement executed with JV partners.

If you want to go fast, go alone, if you want to go far, go together - African proverb

Welcome to Oando Plc’s (“the Company”) 2017 Sustainability Report. As we have done in previous years, we bring to you accounts and verifiable data on our contributions to our society, economy, the environment and our engagement with stakeholders. This is all made possible as a result of our commitment to sound corporate governance principles, which are at the heart of our sustainability strategy.
As a result, of the above initiatives, Oando PLC’s debt profile which stood at ₦473 billion (US$2.56 billion) as at January 2015 witnessed a 50% reduction by December 2017, to ₦237 billion (US$659 million).

Positioning the Company for Economic growth
In 2016, we restructured our group to focus on our dollar earning businesses. 2017 saw us further intensify the restructuring and deleveraging of our balance sheet through the following initiatives:

- We divested of our stake in Alausa Power Limited to Elektron earning businesses. 2017 saw us further intensify the PLC’s debt profile which stood at ₦21 billion and interest other closing obligations of about ₦400 million, we applied a 50% reduction by December 2017, to ₦237 billion (US$659 million).

- Following the divestment of a 50% stake in 2016, we completed a further divestment of a 5% equity stake in Glovers BV, the owner of Oando Gas and Power (now Axxela) to Helios Investment Partners for a consideration of $800 million. The combined effect of the 75% divestment in Axxela resulted in a prepayment of the Medium Term Loan facility (MTL) principal amount of ₦21 billion and interest.

- We completed the restructuring of the Vitis/OLR ₦40 million facility, extending the tenor by a minimum of 30 months with a new maturity date of March 2050.

The Company’s upstream subsidiary; Oando Energy Resources (OER) benefited from a more positive operating environment in 2017 as the increase in oil price helped to offset the decrease in production. The company ended the year with an average production of 40,188 boe/day compared to 43,503 boe/day for the comparative period in 2016. This was primarily due to significant reductions in gas production and delivery caused by a ruptured Gas Transmission System (GTS-4) pipeline which supplies gas to the Nigerian Liquefied Natural Gas Limited (NLNG). Production also reduced from OML 56 (Ebendo) as a result of the third party operated Forcados terminal, which experienced intermittent downtime. We completed the sale of OER’s interest in OMLs 125 and 134 to Nigerian Agip Exploration Limited “NAE” for a gross consideration of $90 million. Further, OER (through its subsidiary), Oando Qua Ibo Limited, also completed seismic acquisition of 16,700 square km in Qua Iboe field (OML 13) showing evidence of technical ability to find and develop oil and gas resources.

Despite the challenges faced from a depressed downstream oil environment, Oando Trading DMCC experienced continued growth in its crude oil business with a 9% increase in traded volumes. The business reported gross profit of $7 million, driven mostly by the performance of the Direct Sale Direct Purchase (DS DP) agreement which the Company holds with NNPC as well as other crude offtake and product export contracts.

OWH Energy (formerly Oando Marketing Limited) commissioned its $130 million midstream jetty - a jetty designed to increase the vessel delivery capacity and off-loading efficiency of petroleum products at Apapa in Lagos.

In 2017, we successfully rebranded the gas and power business, Oando Gas & Power to Axxela Limited and the company continued to thrive, and enforce its position as the premier gas distribution company in Nigeria. In the course of the year, Phase IV of the Greater Lagos Pipeline Expansion Project was commissioned. This is a 11km pipeline delivering natural gas to customers along the Marina, Ijora axis of Lagos State further expanding our distribution infrastructure and enabling us reach a wider demand for delivery of gas.

Impacting our communities through the Oando Foundation
The Oando Foundation ("the foundation") gained significant traction in programme implementation enrolling over 33,639 out of school children to date in partnership with Educate-A-Child. The Foundation established 10 Walk-in Centers, 16 ICT Centers, renovated 15 schools, strengthened the capacity of 774 teachers, and trained 741 LGEA & SBMC officials on educational management information systems and school governance. In 2017, the foundation leveraged new and existing partnerships with key players in the sector, raising over ₦250 million for projects in adopted schools. Noteworthy is the partnership with Sumitomo Chemical, a Japanese Chemical Company, resulting in the establishment of 3 solar powered ICT Centers in schools across three states – Kaduna, Lagos and Taraba; benefitting over 2,400 students.

The foundation also advocated for increased access to basic education on various national and international platforms in 2017; the Global Business Coalition on Education (GBC-Ed), World Innovation Summit on Education (WISE), Global Education and Skill Forum (GESF), and the African Philanthropy Forum (APF). Our direct advocacy engagement with the Universal Basic Education Commission (UBEC) resulted in the Foundation being selected to champion the strategic coordination of other private sector education affiliates supporting basic education in Nigeria.

The big move - Our Green building
2017 was the year of the big move to our new office space – The Wings Office Complex. The Wings Office Complex was conceived in 2009 and construction-started in 2013. At the time it seemed a lofty dream; both in terms of size and the type of structure we envisaged. Today the two towers stand tall as a testament to our vision and tenacity as we continue to lead and set standards for excellence. The structure which was constructed in consonance with our Green Environment plan parades open office space style with top to bottom glass windows that provides natural lighting for the office.

Closing
Despite the improving, yet challenging, operating environment, we remain bullish on our prospects for the future and ability to grow as a business, are uncompromising in adhering steadfastly to sound corporate governance best practices, prioritizing stakeholder engagement and satisfaction, mitigating impacts on the environment and giving back to our communities.

Being positioned as leaders in our industry, we reaffirm our commitment to upholding the UNIC’s 10 principles and other governance obligations arising from our membership of the Convention on Business Integrity and Partnership against Corruption Initiative.

Jubril Adewale Tinubu
Group Chief Executive
Aligning our business with the Sustainable Development Goals

“The Sustainable Development Goals ("SDGs") are a universal call to action to protect the planet, end poverty, and ensure that all people enjoy peace and prosperity… They tackle the root causes of poverty and unite us together to make a positive change for both people and planet.”

United Nations Development Programme

Given the positioning of businesses globally and the understanding of the pivotal role it must play in the achievement of sustainable development in the world, Goal 17 of the SDGs called upon businesses and all other stakeholders to partner for the goals. As a global business citizen, we immediately subscribed to the Goals and formulated our Environmental strategy “The Green Environment Plan” in 2016. Acknowledging that the fallout of not contributing our part to advancing the global goals is a lose-lose situation for us all, we have since aligned our business with the SDGs by embedding the values it espouses in our strategy, business model, corporate culture and decision making. As a result of this proactive stance, we are able to forecast the risks and opportunities that abound in our external environment and effectively address the risks whilst taking advantage of opportunities in order to create maximum value for all stakeholders.

In our previous reports, we have introduced some of our projects and innovation in the advancement of the SDGs. This year likewise, we will highlight the work we continue to do for the promotion and achievement of the global goals.

A total of 2,428 community members benefited from bursaries and scholarships awarded to secondary and tertiary school candidates.

2,428
“The more that you read, the more things you will know, the more that you learn, the more places you’ll go.”  – Dr. Seuss

At Oando, we recognize the importance of quality education and its role in the achievement of our national and global goals. In this wise, we have continued to sustain and improve on providing qualitative education to vulnerable and underprivileged people. Through the vehicle of the Oando Foundation, we have in collaboration with government and non-governmental institutions, ensured increased access to learning especially in crisis ravaged cities and with internally displaced persons, exposed children to information communication technology (“ICT”) by building ICT centres for schools, increased the pedagogical skills of teachers by training them in modern pedagogy. Our aim among others is to bridge the gender gap by increasing the number of girl children with access to education and empowering the younger generation with education that will enable them to defeat all barriers.

Also, Oando in conjunction with its Joint venture partners – NAOC, NETWORK and ENERGIA, supported educational development in the communities within its areas of operation. A total of 2,428 community members benefited from bursaries and scholarships awarded to secondary and tertiary school candidates. To further improve educational infrastructure, teacher’s housing quarters and 6-class room blocks were built and donated to the communities. We also supplied science laboratory equipment and school furniture to some communities.

“None of us is as smart as all of us.” – Ken Blanchard

At Oando, we aim to be the investor and employer of choice. This can only be achieved if we continue to employ and retain staff who are able and willing to achieve our goals. With the aid of our Human Capital Management policies and processes, we ensure safe and best working conditions for our staff. Our policies mandate transparency in the recruitment process. Employment with us is merit based and the process is devoid of discrimination based on race, gender, religion or sentiments. Our employees are provided with good welfare packages which motivate them to strive for the success of our corporate goals.

Also, the ingenuity of our Information technology unit enables us achieve higher levels of economic productivity through technological upgrades and innovation which focuses on efficiency and innovative service delivery.
We understand the importance of sustainable cities to the smooth running of our business. Thus, we have in conjunction with our joint venture partners embarked on projects that enhance inclusive and sustainable urbanization. Some of these efforts are the construction of good road networks which serve as a medium of social and economic integration and growth in the communities. The choice of road construction within a locality is usually influenced by the terrain. The swamplike communities had concrete roads constructed while the upland communities were given asphalted roads. In 2017, a total of 14.48km asphalted and concrete roads with side drains were constructed.

To improve the wellbeing of the communities, various electrification projects were executed. The projects involved the procurement of 2 Heavy industrial CAT generating sets of 350kva and 500kva capacities, construction of generator houses, and extension of high and low voltage tension lines. The electrification projects provided alternate means of energy source, boosted economic activities and improved security.

In addition, three health care projects were executed. The projects involved the supply and installation of various medical equipment and chemicals in 3 community health/medical centers. The supply of the medical equipment and chemicals in no small measure assisted in improving health care delivery services within our communities.

On the issue of diversity, the population of female staff in the organization increased from 21% in 2016 to 41% in 2017 as a result of a deliberate effort by management to diversify our staff body. The Company continues to adhere to its pay by performance policy. All member of staff irrespective of gender, nationality or religion are remunerated on the basis of their performance and not based on their gender. To this end the Company employs the Hay grading methodology to map out and align all job roles thus enabling salary and benefit grading and benchmarking due to standardization of job levels.
**PEACE, JUSTICE AND STRONG INSTITUTIONS (SDG 16) PAGES 28 - 35**

“If you want peace, work for justice” – Pope Paul VI

**Governance Framework**

At Oando, we maintain a regulatory monitoring framework to guard against corruption and other unethical activities. To this end, Oando recognizes and strives to practice principles of fairness, integrity and transparency in its business dealings as entrenched in our Code of Business Conduct & Ethics. A number of policies including the Oando Anti-Corruption Policy, KYC Policy, Insider Trading Policy, Related Party Transaction Policy, Whistle blowing Policy, Gifts and Benefits Policy reiterate our commitment to a transparent, just and strong ethical corporate culture.

**Transparency**

Increased transparency and openly reporting on how we address corruption risks in our business, industry and environment are ways in which we assure our various stakeholders of our commitment to good governance.

We have taken a strong stance against corruption and made it mandatory for employees, directors and business partners to undergo training and annual certification on all Oando business ethics and anti-corruption policies and processes.

**Tone at the Top**

Our board and management are committed to operating at the highest levels of Corporate Governance Practices.

**Risk Assessment**

Our robust risk assessment procedures help us identify the areas within our business that are prone to corruption risk, in order to ensure adherence to local and international anti-corruption regulation.

We strongly believe that Peace, Justice and Economic Development are intrinsically connected to one another and that none of the other global goals can be achieved without the presence of Peace, Justice and Strong Institutions founded on the Rule of Law. For that reason, we intend to join the Peace, Justice and Strong Institutions Action Platform of the United Nations Global Impact in 2018 in order to advance economic and social development nationally and globally.

**PARTNERING FOR THE GOALS (SDG 17) - PAGES 36 - 42**

“Coming together is a beginning, staying together is progress, and working together is success.” – Henry Ford

We are conscious of the critical role businesses must play in the achievement of the global goals. Oando Plc continues to be a pace setter in the African Energy Industry and our attitude towards the SDGs is the same. The Company continues to collaborate with governmental and non-governmental organizations towards the advancement of the goals. Oando Plc is a member of the United Nations Global Compact and fully subscribes and believes in its ten (10) principles. We are also actively involved in the World Economic Forum’s, Partnership against Corruption Initiative. We continue to review our internal policies to fit our stance on these principles. Our policies are enforced internally, adhered to by all third parties who transact business with us and are applied through the length and breadth of our supply chain. We intend to join one of the Action Platform’s of the United Nations Global Compact (UNGC) in 2018, through which we can further contribute to sustainable development.

The Oando Foundation is driven by the principle of partnership. It collaborates with both national and international implementing partners, state ministries of education, local government authorities, communities, parents and teachers in carrying out its signature project, the Adopt a School Initiative.

Furthermore, in a step to maintaining strong and beneficial relationships with our stakeholders, in 2017, we held robust engagements with our diverse range of stakeholders, after which we formulated enhanced approaches to address the concerns raised. We believe that through strategic partnerships with our multiple stakeholders, we are one step closer to addressing the different SDGs which we have chosen to focus our energies on.
Our material issues in the year under review are shaped by stakeholder concerns, our commitment to the SDGs, matters important to the success of our business and issues of global and national importance, for example: poverty; education; gender equality; climate change adaptation/mitigation; and economic growth.

We remain committed to global best practice principles in the areas of corporate governance, human rights, anti-corruption, safe labour practices, environmental protection and responsible business practices. Our obligations arising from membership of international organisations, such as, the Convention on Business Integrity, United Nations Global Compact and the World Economic Forum’s Partnership against Corruption Initiative, guide us in maintaining a strong corporate governance culture within the organisation.

**Economic**

Achieving our goal to be the investor of choice requires that we maintain stable economic growth internally and contribute to the national economic growth. The company works to continuously give value to our stakeholders remains the same. We aim to provide our investors and shareholders with good return on their investment. We work to maintain a healthy balance in meeting our business obligations and creating value whilst considering the interests of all our stakeholders including our employees, host communities, Government and Regulators.

**Related SDGs:**
- SDG 8: Decent work and economic growth
- SDG 9: Reduced inequality
- SDG 17: Partnerships to achieve the Goal

**Social**

Our people are an integral part of our business and our strength. Without the help of our passionate and innovative staff, our corporate goals cannot be achieved. In return, we prioritise developing and retaining a steady stream of seasoned and talented professionals in the oil and gas industry. Investing in the development of our human capital is a key priority. We ensure that we hire the right people for the job and continue to provide career development opportunities for capacity development and experience.

We also acknowledge the importance of our host communities as they give us the social license to operate. The Company is committed to improving their quality of life and sustaining a mutually-beneficial relationship with our communities. Our customers, business partners, contractors and all persons along the supply chain are also critical to the Company’s business and we manage our relationships with them with the same degree of importance.

**Related SDGs:**
- SDG 8: Decent Work and Economic Growth
- SDG 5: Gender Equality
- SDG 9: Reduced Inequalities

**Environment**

Our environmental management practices are based on the principle of deriving benefits from our natural resources whilst doing the least harm possible. We understand that our core activities possess the inherent risk of damage to the environment; this is further complicated by the threat of sabotage, oil theft, vandalism, etc. We therefore continue to develop systems and solutions that monitor our practices and operations in order to prevent the crystallization of environmental risks inherent in our operations.

**Related SDGs:**
- SDG 13: Climate Action
- SDG 14: Life below water
- SDG 15: Life on Land

**Governance**

A good governance structure is the foundation of a successful business. With the help of seasoned governance professionals, we have developed sound corporate governance throughout the Company in line with global best practice. This stance is evident in our detailed policies and procedures which govern the roles, responsibilities and activities of all members of staff from the most junior to the highest governing body. The plethora of policies and processes we have ensures the smooth running of our business. From prohibiting corruption to encouraging whistle blowing, we have laid the foundation through policies (including but not limited to Anti-Corruption Policy, Oando KYC Policy, Oando Code of Business Conduct and Ethics, Insider Trading Policy, Related Party Transaction Policy, Whistle Blowing Policy) for the achievement of peace, justice and strong institutions with our stakeholders in all areas of operation.

**Related SDGs:**
- SDG 16: Peace, Justice and Strong Institutions
We are committed to building a strong organization that actively fights against corruption and bribery. Our robust risk management and control system helps us identify areas within our business that are prone to corruption risk.

Risk Management And Control

The Enterprise Risk Management function reports to the GCE and the Board through the Board 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 manage risk. They are involved in facilitating and monitoring the implementation of effective risk management practices and assist 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 risk appetite and business strategy of the Board and Executive Management. 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 via reduced sub-optimization as well as a reduction of uncertainty related to future cash flows, and improving the company’s ability to identify opportunities and threats, thus maximising risk opportunities, earning potential and ultimately stakeholder value.

Governance

Feedback from stakeholders is reported to the Board through the formal channel of quarterly risk reporting and regular engagement by the risk management team with members of the Board constituting a part of the executive management team. The Risk Committee of the Board is charged with reviewing the effectiveness of the company’s risk management processes. They review these every quarter and give feedback on actions to be taken by the risk management team and executive management.

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.

Liquidity Risk

A key risk to the group’s survival is its liquidity. This risk crystallized in some instance and resulted in the inability of the Company to meet its financial obligation to some counterparties as and when they fell due.

Liquidity risk still remains a key risk to the group’s survival. This risk crystallized in some instances and resulted in the inability of the company to meet some of its financial obligations as they fell due.

Mitigating Measures

To mitigate this risk, the Group continued the aggressive restructuring of its balance sheet through Board and shareholders’ approved divestments, loan restructuring and new capital injection programs. The current divestment strategies provide the opportunity to focus on the upstream business and raise the required capital for a healthier balance sheet.

The treasury manager estimates the liquidity needs and ability of the Company to meet future obligations on a weekly basis. Cash flow is monitored on a weekly basis. This involves comparison with forecasts, investigation of differences, and identification of changes in cash flow requirements.

In the preparation of project plans and models, the Corporate Finance Manager carries out stress testing on assumptions used in preparing the project model including inflation, interest rate and exchange rate simulation and develops scenario based hurdle rates for investment decisions. This ensures that the company is aware and adequately prepared to handle inflation, interest and exchange rate fluctuations.

The company has a formal contingency funding plan (CPF) 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 buffer for liquidity stress situations.
There is significant engagement with the tax authorities on outstanding taxes. An agreed payment plan on some tax liabilities and payment thereon has commenced.

Mitigating Measures
This risk was managed by developing a proactive stakeholder’s communication strategy and by carefully monitoring and reporting on the achievement of targets. Our 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.

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Corporate Governance at Oando

Working under the direction and supervision of the Board’s Governance & Nominations Committee (“GNC”), Oando PLC’s Governance office is responsible for developing and implementing sound corporate governance policies for the Company and its subsidiaries. The unit also measures and monitors the Company’s level of compliance and periodically reviews these policies to ensure they continually align with global best practice and changes in regulation.

The Company is committed to the fight against corruption and actively participates in this fight through its membership, advocacy and active participation in local and international organizations engaged in anti-corruption campaigns.

Furthermore, the Governance and Nominations Committee is responsible for Board-level oversight and periodic review of the Company’s corporate governance policies and practices. The GNC also reviews and monitors all Company policies, including policies concerning shareholder rights, directors’ duties, conflict resolution, ethics, disclosure and transparency etc., and ensuring that the Company’s remuneration policy supports the successful identification, recruitment, development and retention of directors, senior executives and staff.

Risk Management

The Risk, Environmental, Health, Security and Safety (REHSS) Committee is responsible for reviewing the policies and processes established by management which are designed to aid in the implementation of a safe working environment for the Company and ensuring the Company’s compliance with international standards of risk, environmental health, safety and quality. The REHSS Committee regularly reviews the economic, environmental and social impacts of the Company’s operations on its key stakeholders and ensures that the risks and threats to the on-going sustainability and success of the business are properly evaluated and incorporated into the decision making at the highest levels of the organisation.

Nature of critical concern(s) that were communicated to the highest governance body and the mechanism(s) used to address and resolve them in 2017.

The Company was quick to publicly deny the allegations made in the petitions brought against it by the petitioners and whilst fully recognising and respecting the authority of the SEC over the capital market felt it necessary to take certain cogent steps in order to protect the Company and its shareholders at the same time ensuring that its day to day operations were not significantly disrupted.

The Company was able to successfully address and provide clarifications to the concerns raised by the shareholder in his petition to the SEC, which led to the signing of a Peace Accord on January 7, 2018, mediated by the Emir of Kano, Muhammadu Sanusi II (CON).

On April 12, 2018, the SEC lifted the technical suspension placed on the Company’s shares since October 23, 2017, whilst the forensic audit into the affairs of the Company continued. The Company has been fully cooperative with both SEC and Deloitte Nigeria (the SEC appointed forensic auditors).

In the spirit of goodwill, transparency and full disclosure and in the interest of all stakeholders, the Company will continue to cooperate with the SEC in the discharge of its duties as Capital Market regulator and to ensure a speedy and smooth conclusion of the matter by the SEC.

Ethics And Integrity

Oando is committed to maintaining a workplace in which the company receives, retains, and addresses all complaints received relating to violations or perceived violations of its Corporate Code of Business Conduct and all applicable laws and regulations.

The Company maintains a Whistleblowing Policy which provides guidelines for internal and external engagement by employees, directors and business partners/vendors with respect to raising concerns on unethical issues or unlawful behavior as well as channels for receiving feedback on any action taken. Such concerns can be raised anonymously without fear of dismissal, discrimination, harassment or retaliation.

In this regard, KPMG Professional Services (KPMG) manages the Whistle Blowing Hotlines and web-link for independence and to ensure that all reports are kept confidential and channelled to the appropriate authorities for investigation and resolution. The Chair of the Audit Committee, who is an independent non-executive director and the Chief Compliance Officer (“CCO&CS”) receive all whistleblowing reports, and the CCO &CS ensures that all reports are fully investigated, providing a summary of all issues and reports of investigations to the Audit committee on a quarterly basis.

Zero tolerance for corruption

Companies are becoming more open about their anti-corruption efforts and operations, as being open can have a positive influence on corporate reputation and ultimately an organisations’ bottom line.

At Oando, anti-corruption programmes have been consistently regarded as measures correlated with good company performance. Consequently, increased transparency and openly reporting on how we address corruption risks in our business, industry and environment are critical in assuring our various stakeholders of our commitment to good governance.

We have taken a strong stance against corruption and made it mandatory for employees, directors and business partners to undergo training and annual certification on all Oando business ethics and anti-corruption policies and processes.

How we manage corruption

The Company maintains a regulatory monitoring framework to guard against corruption and other illegal activities. In this regard, Oando recognizes the principles of fairness, integrity and transparency in all business dealings as entrenched in our Code of Business Conduct & Ethics.

Consequently, Oando Plc maintains a robust Anti-Corruption Policy, which is geared at combating corruption and other illicit activities. We also maintain established internal procedures which are specifically geared at detecting suspicious and/or fraudulent activities within the organization. In addition, the Governance Office conducts regular anti-money laundering training and enlightenment programs for employees and other stakeholders.

Evaluating our approach

Oando’s internal mandatory training exercise is conducted annually and is referred to as the Annual Re-certification Exercise. Training sessions are conducted using both web-based multimedia and classroom settings.

To ensure that Oando’s culture of business ethics is maintained, all new hires and business partners are mandated to attend trainings on company policies and the Code. New hires undergo a compliance on-boarding process as well as intensive induction training on the policies and Code of business conduct & ethics. After this induction, they are made to undergo Compliance testing which they must pass to be employed by the Company.

The result of the evaluation of management’s approach helps the company to understand and further develop its compliance framework as well as meet up with compliance obligations with respect to employee sensitization and training.
Another strategy employed by the Company is to ensure that all employees in sensitive business units such as Procurement, Finance, Sales & Marketing and Human Resources Departments are specifically trained on methods of dealing with the different ethical scenarios that may occur whilst carrying out their daily job functions.

**Operations assessed for risks related to corruption**

The Company has a risk and internal audit unit which regularly reports to the RHSSQ Committee. Management assist the Board with its oversight role and decision-making with regards to risk by continuously improving enterprise risk assessment. The Group Risk Management and Control department facilitates the identification, assessment, evaluation and monitoring of controls established to mitigate any downside risk to the business. All vendors and business partners are assessed for corruption in line with our KYC process.

The Company maintains an in-house risk committee known as the Group Risk Management Committee (GRMC) chaired by the Group Chief Financial Officer and made up of senior management. The committee acts as an advisory body on enterprise-wide risk management. The GRMC provides regular reports to the RHSSQ Committee who have primary responsibility for reviewing the adequacy and overall effectiveness of the Company’s risk management function and its implementation by Management.

**Communication and training on anti-corruption policies and procedures**

All anti-corruption policies and procedures of the Company are communicated to all employees. The Group Chief Executive is the Chief Ethics Officer and has overall responsibility for ensuring the existence of a robust framework for all ethics and anti-corruption compliance within the Company. This responsibility is shared and delegated to the CCO&CS.

The Governance team is responsible for implementing the Compliance and anti-corruption strategy of the Group throughout the organization. There are also TRIPP (Teamwork, Respect, Integrity, Passion and Professionalism) Champions with responsibility for monitoring and reporting on Compliance and anti-corruption breaches in all of the Company’s locations.

The Company is committed to the highest standards of anti-corruption compliance and this is evidenced in a number of ways:

a. There are formal anti-bribery and corruption policies in place, namely, Anti-Corruption Policy, Know Your Customer Policy, Insider Trading Policy, Related Party Policies;

b. The procurement policy and procedure includes a commitment by vendors to the Company’s anti-corruption policy. All third party business partners must sign a non-solicitation commitment confirming that they will not receive or give bribes on behalf of the Company in the discharge of their business with Oando and its subsidiaries.

c. The Group is a member of several national and international anti-corruption initiatives, including the Partnering against Corruption Initiative of the World Economic Forum, the United Nations Global Compact and the Convention on Business Integrity.

d. The Company annually trains all directors, employees and business partners on corruption risk and how to effectively deal with it.

e. The Company maintains a whistle-blowing hotline managed by KPMG for the reporting by any employee, shareholder, business partner or other stakeholder of any wrongdoing involving the Company.

f. During the reporting period, there were no confirmed incidents of corruption, no confirmed incidents of contracts being terminated due to corruption and no legal cases relating to corruption brought against the Company.

**Monetary value of significant fines for non-compliance with laws and regulations**

There were no fines for non-compliance levied against the Company during the reporting period. The Company complied with the principles and all relevant provisions set out in the SEC Code of Corporate Governance throughout the reporting year. In addition to complying with applicable corporate governance requirements, the Company also complied with the listing rules and regulations of the Nigerian Stock Exchange and the Johannesburg Stock Exchange.

**Remuneration of Board and senior executives**

**Executive Remuneration**

- **Fixed pay and variable pay:** Remuneration for all employees with the Company are generally in accordance with a fixed pay principle.

- **Bonuses:** The Company recognizes the importance of declaring bonuses and profit-sharing. In this regard, it applies a formula which takes into consideration the profit attributable to the company’s shareholders after certain adjustments.

- **Deferred or vested shares:** Share options are currently not awarded to directors. However, where share grants are given to executives as part of bonus compensation, the board sets and approves the grant of such options.

- **Sign-on bonuses or recruitment incentive payments:** Sign-on bonuses may be made as a one-off payment to new hires in senior management only and shall be based on negotiation at the point of recruitment. The Company reviews and sets the level of sign-on bonus payments to ensure its attractiveness to prospective employees on a case-by-case basis.

- **Retirement benefits:** Gratuity entitlements are payable (on exit) to employees who have attained a minimum of three (3) years of uninterrupted service with the Company. Entitlements shall be as stipulated by Nigerian employment regulations and Company policy from time to time. Employees who are summarily dismissed shall automatically forfeit their right to any gratuity/severance payments.

**Process for determining Board remuneration**

The Company has a formal written remuneration policy that provides a framework for the remuneration of all non-executive and executive directors, the chairman and the company secretary. The Board determines the remuneration of the Executive Directors. Compensation for non-executive directors is fixed by the Board after due consultation with remuneration consultant. The remuneration of non-executive directors is approved by the shareholders at the Annual General Meeting.

The remuneration policy states that director’s remuneration should be amongst other things linked to the good performance of the Company. Indicators of good performance are; return on capital employed, profitability, increased turnover, earnings per share growth, industry’s considerations of good performance, improvement in goodwill based on empirical data, and total shareholder return.

Independent consultants are recruited to carry out the Board Remuneration exercises.
Engaging our host communities
In 2017, the Company engaged the following stakeholders in the course of its operations across different communities in the Niger Delta. They were: traditional rulers; Community Development Committee (“CDC”) leaders; community women and youth leaders; State and Local Government Authorities, pressure groups; as well as various Government Regulatory Agencies (such as the National Petroleum Investment Management Services (“NAPIMS”), Department of Petroleum Resources (“ DPR”), and the Nigerian Content Development and Monitoring Board (“NCDMB”), etc.).

The Community Relations unit approach to stakeholder engagement
In order to create active and well-informed stakeholders, we proactively engage and create interactive opportunities to manage issues of concern. The Company believes that satisfying its stakeholders is incidental to a conducive operating environment devoid of rancor.

Stakeholder’s table showing identification, engagement, issues and resolution strategy

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Basis of Identification</th>
<th>Format/Mode of Engagement</th>
<th>Key Stakeholder concerns/issues</th>
<th>Resolution Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Leadership</td>
<td>Reconnaissance visit, Introductory Letters, Government gazette, Opinion leaders etc.</td>
<td>Daily, weekly, Monthly, Quarterly, Annually.</td>
<td>Employment, Economic Empowerment, Homage, Social projects execution etc.</td>
<td>Signing of Memorandum of Understanding (“MOU”) / Global Memorandum of Understanding (“GMOU”) agreement after Round table, Workshops, Town hall meetings, etc.</td>
</tr>
<tr>
<td>Regulators</td>
<td>Laws establishing the regulatory agencies, Correspondence</td>
<td>Quarterly and Annual meetings</td>
<td>Execution of Annual Work Programs, Compliance to regulations</td>
<td>Sign-off in Performance review meetings, Compliance with regulatory framework.</td>
</tr>
<tr>
<td>Pressure groups</td>
<td>Correspondence</td>
<td>Round table meetings, legal means</td>
<td>Employment / Environmental issues, Economic opportunities</td>
<td>Agreement signing, Settlement resolutions, Alternative Dispute resolutions</td>
</tr>
</tbody>
</table>

How has the organization responded to Stakeholder topics and concerns?
Oando continues to proactively engage communities and regulators at all levels to address concerns raised. For the communities, the first proactive step is usually the execution of a Memorandum of Understanding (“MoU”) which would clearly define the obligations of parties - company and community. Employment quota of different categories are provided to members of the communities. Sustainable community development programs that are a reflection of the needs of the people and in line with standards of global practice are planned and executed. The Company provides various human capacity building programs such as scholarships, skill acquisition and trainings. We handle environmental issues promptly and strictly in line with regulatory requirements.

Our Environmental, Health, Safety, Security and Quality unit and her stakeholders

Stakeholder Management:
In meeting statutory requirements while carrying out its operations, the company engaged with various regulatory agencies with supervisory oversight within the Oil & Gas industry. These agencies include:
(i) Department of Petroleum Resources (DPR)
(ii) Federal Ministry of Environment
(iii) National Oil spill Detection & Response Agency (NOSDRA)
(iv) Lagos State Ministry of Environment

Most of the engagements with these agencies centered on proposed or amended regulations that had the potential of affecting the manner in which issues surrounding protection of the Environment and Health & Safety were managed, particularly in the area of implementation. A few of these engagements were carried in conjunction with other oil & gas companies under the auspices of the Oil Producers Trade Section of the Lagos State Chambers of Commerce. All key stakeholders were taken into consideration as proposed changes to the regulations had significant financial and legal consequences.

Feedback from engagements with regulatory agencies are discussed extensively at operational and departmental meetings. This feedback was similarly communicated to the Company’s senior executives and Board who were able to dimension the effect of the proposed changes on the Company’s strategy and corporate goals and further provided steer and encouraged continuous engagement with agencies to ensure that Company’s objectives were achievable.

Internal and External Risk; engaging stakeholders to mitigate our risks

Stakeholder engagement is key to the successful implementation and effective operation of the risk management and control function. Internal stakeholders engaged in 2017 include the Board of Directors, Risk Committee, Audit Committee, Executive Management, function heads, Operations and Technical Staff. External stakeholders include operators of our JV assets, NAPIMs, NNPC officials during the sub-committee process and external auditors.

Engaging all identified stakeholders is implicit to the success of the risk management and control function.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Stakeholder</th>
<th>Frequency of engagement</th>
<th>Mode of Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal</td>
<td>1 Board of Directors</td>
<td>Quarterly</td>
<td>Through the Risk Committee reports</td>
</tr>
<tr>
<td></td>
<td>2 Risk Committee</td>
<td>Quarterly</td>
<td>Face to face meetings, presentations and reports, emails</td>
</tr>
<tr>
<td></td>
<td>3 Audit Committee</td>
<td>Quarterly</td>
<td>Face to face meetings, presentations and reports</td>
</tr>
<tr>
<td></td>
<td>4 Executive Management</td>
<td>Daily</td>
<td>Face to face meetings, presentations and reports, email</td>
</tr>
<tr>
<td></td>
<td>5 Function Heads</td>
<td>Daily</td>
<td>Face to face meetings, emails</td>
</tr>
<tr>
<td></td>
<td>6 Operations and Technical Staff</td>
<td>Daily</td>
<td>Face to face meetings, emails</td>
</tr>
<tr>
<td>External</td>
<td>1 Counterparts on JV assets</td>
<td>Quarterly</td>
<td>Face to face meetings</td>
</tr>
<tr>
<td></td>
<td>2 NAPIMs/NNPC Officials</td>
<td>Quarterly</td>
<td>Face to face meetings</td>
</tr>
<tr>
<td></td>
<td>3 External Audit</td>
<td>Annually</td>
<td>Face to face meetings, emails</td>
</tr>
</tbody>
</table>
Oando Foundation; partnering for development

Stakeholder engagement is crucial to the success of our work. The Foundation deploys a multi-faceted approach to stakeholder engagement. This is done by maximizing an array of communication tools to reach diverse stakeholder groups and maintain a strong presence across the communities we work with. Connecting with the public, donors, clients, employees, local leaders and communities help us remain relevant; ensuring the needs of our beneficiaries are being addressed effectively.

At the Foundation, stakeholder engagement goes beyond people simply being informed and consulted. It includes people participating and being involved whilst striving for a greater focus and commitment to improve the overall outcome of our work.

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/ traditional & Religious Leaders, NGO’s, Civil Society Organizations, philanthropists and communities. These include SUBEBs, LGEAs, SBMC, head teachers of adopted schools, secondary school principals, scholarship boards and parents

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<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Basis of Identification</th>
<th>Format/Mode of Engagement</th>
<th>Frequency</th>
<th>Key Stakeholder concerns/Issues</th>
<th>Resolution Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Universal Basic Education Board</td>
<td>Education Sector mapping States Education Index Report</td>
<td>Letters / emails, Meetings, Key Informant Interview (KII), Periodic project update</td>
<td>Ongoing</td>
<td>Availability of quality data at SUBEB &amp; LGEA level</td>
<td>The Foundation is building capacity of SUBEB &amp; LGEA on data management in Education, as well as providing mentorship on school / teacher performance assessment and data collation strategies</td>
</tr>
<tr>
<td>Implementing Partners</td>
<td>Robust procurement process, Capacity Assessment Report</td>
<td>Emails, Meetings, Phone calls</td>
<td>Ongoing</td>
<td>Disparity in the quality of delivery across board</td>
<td>The Foundation has set up mechanisms to check IP performance including providing templates for reporting, implementation manuals and periodic monitoring by staff</td>
</tr>
<tr>
<td>Community Members</td>
<td>Community mapping based on State SBMC policy</td>
<td>Focus Group Discussions, Phone calls</td>
<td>Quarterly</td>
<td>Effective management and maintenance of provided school facilities</td>
<td>The Foundation involves community members through the project cycle and provides training on maintenance of provided facilities</td>
</tr>
<tr>
<td>Teachers</td>
<td>Government adopted schools</td>
<td>Focus Group Discussions, Meetings, Interviews</td>
<td>Quarterly</td>
<td>Abrupt transfer and retirement of trained teachers</td>
<td>The Foundation is working with the SUBEBs to ensure trained teachers are retained for the period of the projects</td>
</tr>
</tbody>
</table>

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Over 10,000 teaching and learning materials (TLMs) were deployed to aid the transfer of knowledge and enrich the students’ learning experiences in adopted schools.
Engaging with our Financial Partners

In 2017, the company’s finance unit engaged with the following stakeholders among others:
- JV partners
- Auditors
- Tax authorities
- Government authorities (DPR, NNPC)
- Banks, lenders and Financial advisers

Stakeholders are identified relative to their significance of impact on the business of the company and based on reporting guidelines for our environment. JV partners are ranked high priority as we work together with them to generate revenue for the business and there is therefore a strong need to influence the activities of the JV.

Government authorities are ranked high priority as they regulate the industry and set guidelines for operations. Contravention of these guidelines may lead to business disruptions. Engagement with government has a direct impact on our license to operate.

### Stakeholder engagement

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>JV partners</td>
<td>Revenue</td>
<td>Regular Meetings, Email, Telephone calls, Governance meetings</td>
<td>Late payment of Cash calls, JV Profitability, Increase Production and manage Asset Integrity issues</td>
<td>Structured payment agreement on all amounts owed, Provide key support through governance meetings, JV improvement Initiatives and technical collaboration.</td>
</tr>
<tr>
<td></td>
<td>Operational Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Operational Efficiency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government agencies (DPR)</td>
<td>License to Operate</td>
<td>Meetings</td>
<td>Late payment of Royalties</td>
<td>Structured payment plan</td>
</tr>
<tr>
<td>Tax authorities</td>
<td>License to Operate</td>
<td>Meetings, Emails, Letters, Telephone calls</td>
<td>Disagreements on amount of tax payable</td>
<td>Objection, Negotiation/Settlement and structured payment plan</td>
</tr>
</tbody>
</table>

Communicating stakeholder concerns to the Board

Feedback is communicated by management to the board through reports, meetings and internal memos.

Engagement with Board Sub-committees:
- Management provides feedback to the Board and its Sub-committees
- Monitoring by Risk, Governance and Audit units, all reporting directly to the Board.
- Hot Line for direct feedback on infractions
- Solutions are agreed upon and executed

### Human Capital Management unit and her 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.

We ensure that we continuously:
1. Know who our stakeholders are;
2. Identify the impact of every stakeholder to the business and vice versa;
3. Prioritize our stakeholders based on their respective impact on the business;
4. Adequately understand what our key stakeholder concerns & issues are;
5. Resolve or manage the stakeholder concerns identified;
6. Update stakeholders on resolutions to their concerns and advance improvements.

For 2017, we have maintained the identification and classification of our key stakeholders (outside of our employees) in the following groups:
- Customers
- Vendors and Business Partners
- Investors & Shareholders
- Governments and Regulators
- Communities

Stakeholder engagement

In 2017, we maintained all possible avenues for employee engagement, including but not limited to direct emails and email campaigns, telephone calls/conferences, in-person meetings, round table discussions, town hall sessions etc. We went further to personalize stakeholder management by organizing Focus groups. The groups were formed in order to directly engage with employees to encourage them to air concerns, thoughts and raise suggestions on general employee matters such as choice of HMOs, remuneration and benefits, talent management and so on. Vendor appraisals were also introduced in order to get 360 feedback from employees and vendors.

### Stakeholder Group | Basis of Identification | Means of communication | Stakeholder concerns | Approach/addressing concerns |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees (Full time employee “FTE”)</td>
<td>Company staff</td>
<td>Emails, focus groups, in-person meetings, round table discussions, town hall sessions</td>
<td>HMO – more options, robustness of package, Remuneration and benefits, Performance management - effective measurement of performance, grievances et al</td>
<td>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 enhance their organizations Employee Value Proposition (EVP). The Company undertakes a bi-annual appraisal cycle based on corporate objectives for the year in view which is managed by the HCM team.</td>
</tr>
<tr>
<td>Vendors</td>
<td>Training Facilitators</td>
<td>Email and phone calls</td>
<td>Value add of available learning interventions, payments;</td>
<td>Source credible and relevant facilitators for learning interventions based on business needs.</td>
</tr>
<tr>
<td>Outsourcing Companies</td>
<td>Third party contractors</td>
<td>Emails, in-person meetings, round table discussions.</td>
<td>Aligning with corporate culture, business goals and strategy</td>
<td></td>
</tr>
<tr>
<td>Management and Executives</td>
<td>Group Leadership Council</td>
<td>Emails, focus group, round table discussions, town hall sessions</td>
<td>Cascading Information, Driving the right culture</td>
<td>Town hall engagements; provide organizational reports and drive implementation of policies</td>
</tr>
</tbody>
</table>
Mechanisms for evaluating the effectiveness of the management approach

Some of the mechanisms we used to evaluate the management approach are:
- Rate of downtime caused by community disturbances. If there is zero downtime recorded within a specific activity/period under review, it shows that there is a sync in the engagement approach. However, if the rate of disturbance is high and results in operational downtime, the management approach is ineffective and has to be reviewed.
- Rate of successful implementation of signed MoUs/Resolution/Agreements. This is also an indicator which shows how successful a relationship management approach is with stakeholders. A high rate of implementation gives a positive outlook while a lower rate shows a negative outlook.
- Feedback from stakeholders received during various formal and informal meetings similarly provides indices to evaluate management approach acceptance. During engagement sessions, if the feedback is commendation rather than confrontation, it indicates the management approach is acceptable with stakeholders.

The results of the evaluation of the management approach

In 2017, our community relations management approach showed improved relationship with the communities, social freedom to operate, lower operating cost, good working relationship with stakeholders and more visibility of the Company within the communities.

Any related adjustments to the management approach

There is a plan to institute an annual award for the ‘Most Friendly Community’. This award will be given to communities that provided the Company with the best social license to operate within a given period.

Development and impact of infrastructure investments and services supported

Current or expected impacts on communities and local economies.

The Company implements projects and renders services to identified stakeholders on a pro bono basis and in line with agreed MoUs/GMoUs.

The Company’s projects have a number of positive impacts on the communities including:
- Improved social and economic lives of the people.
- Improved health/sanitary status of the people.
- Improved economic mobility of the people.
- Improved community/company relationship.
- Improved company visibility in the community.
- Partnership, collaboration and trust between parties.

Despite the good externalities contributed by these projects, these have been dampened by the instability in the community leadership due to rancor and internal power tussles.
Alignment of our Sustainability Practices to the UN Sustainable Development Goals (SDGs)

Within the period under review, the Company, in conjunction with its joint venture partners actively engaged and executed various sustainable community development programs which helped foster relationships, improved infrastructural development and wellbeing of its stakeholders.

In 2017, Oando and its joint venture partners cumulatively expended approximately NGN5,624,991,111.00 on various sustainable community development projects and programs.

Projects executed range from tangible projects such as road construction, housing, school infrastructure, and health to intangible projects such as scholarships, welfare, security programs, youth capacity building etc.

As Africa’s largest integrated energy solutions company, we recognize that the SDGs are the global priority for the next couple of years. Understanding our role as a vital partner in achieving the SDGs nationally and globally, we have made it our responsibility to begin implementing it as the overarching framework through which we shape, communicate and report our strategies, goals and activities as a business.

We understand that effective communication and cooperation not just across government and international institutions, but also between businesses and individuals is the only way that the SDGs can be successfully implemented. We have focused on highlighting the significant SDGs that are relevant to our businesses in order to make a positive difference in our society, economy and environment.

The most amazing feature of the SDGs however is the observed interconnectivity of them all. We have discovered that while focusing on the targets of one goal, we are simultaneously addressing some of the targets of other goals.

Through our partnerships cutting across all levels of governance in the basic education sub-sector, more than 33,000 enrolled out of school children, particularly girls and vulnerable children,

5.6b

In 2017, Oando and its joint venture partners cumulatively expended approximately NGN5,624,991,111.00 on various sustainable community development projects and programs.

2,169

Some 2,169 school teachers have improved their core subject knowledge and pedagogical practices and are passing on this knowledge to over 102,000 children in adopted schools.

10,000

Over 10,000 teaching and learning materials (TLMs) were deployed to aid the transfer of knowledge and enrich the students’ learning experiences.
OUR MATERIAL ISSUES IN 2017

Quality Education, Clean Water and Sanitation, Gender Equality, Reduced Inequalities (SDGs 4, 6, 5 & 10)

OANDO FOUNDATION

Background

At Oando, we believe that education is the greatest investment to secure sustainable development in Africa. Since 2003, Oando, as part of its corporate social responsibility initiatives, has demonstrated its commitment to achieving the right of every child to quality education in Nigeria; working with host communities to support primary education. However, to maximize impact and scale, in 2005 Oando envisioned the creation of an independent Foundation dedicated to the course of basic education in Nigeria.

Consequently in 2011, we established the Oando Foundation (the “Foundation”) as an independent charity 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”). 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.

The Foundation’s activities are funded by Oando PLC as the key donor, and select private sector entities.

Our Mandate

Since 2011, Oando Foundation has worked with multilayered stakeholders across communities in Nigeria to improve access to quality basic education. The achievement of every child’s right to education drives the Foundation’s mandate to radically improve the quality of teaching and learning in our schools and communities by ensuring access to world class basic education systems; leveraging resources, best practices, and cross-cutting solutions.

The Universal Declaration of Human Rights recognizes not only the right to access education, but also the quality of education: “Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedom. It shall promote understanding, tolerance and friendship among racial or religious groups...” (Article 26). Despite the wide recognition of education as an empowering right and one of the most powerful tools by which economically and socially marginalized children and adults can lift themselves out of poverty and participate fully in society, millions of children and adults remain deprived of educational opportunities, many as a result of social, cultural and economic factors.

The right to education is one of the key principles underpinning the Education 2030 Agenda and Sustainable Development Goal 4 (SDG4) adopted by the international community. SDG 4 is rights-based and seeks to ensure the full enjoyment of the right to education as fundamental to achieving sustainable development.

Through our partnerships cutting across all levels of governance in the basic education sub-sector, more than 33,000 enrolled 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. Some 2,169 school teachers have improved their core subject knowledge and pedagogical practices and are passing on this knowledge to over 102,000 children in adopted schools. The Foundation has worked with key technical partners to improve the quality of teaching and learning in 33 ICT centers established in adopted schools.

We are changing behavior towards education in the communities we serve by strategically empowering our implementing partners, school based management committees, and grassroots mobilizers with evidence-based messaging on the importance of basic education, and their role. Our strategic collaboration with key technical partners remain critical to the overall programme quality, providing opportunities for increased awareness and project scale up. We build on the goodwill and commitment demonstrated by state and local partners, working within the ambits and strengthening government systems to create ownership and sustained participation in the programme. This has resulted in improved skills and capacity building of the State Ministries of Education, States’ Universal Basic Education Board (“SUBEB”), Local Government Education Authorities (“LGEA”), School Based Management Committees (“SBMCs”) to deliver basic education dividends to their communities and strategically contextualizing our approaches and solutions for sustainability and scale up.

Our Model

Provide access to education

Infrastructural Development

- Early Childhood Care Education
- ICT Education
- Scholarships

Advocacy

- Girl Child Education
- Out of School Children Mobilization

Improve the quality of education

Capacity strengthening for:

- Teachers
- Local Government Education Authorities
- School Based Management Committees

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

10 REDUCED INEQUALITIES
Our Reach

Quality education, clean water and sanitation, gender equality, reduced inequalities continued

Impact

40 Infrastructure improvements across 54 schools
2,673 5 Early Childhood Care Centres established benefiting 2,673 children
33 Solar powered ICT Centres established
1,123 Scholarships awarded to vulnerable children
96,676 Teaching and learning materials supplied to schools benefiting 96,676 pupils
42 Improved data management systems in 42 LGEAs across the country
102,000 102,000 Children supported across Oando adopted schools
2,169 2,169 teachers trained
120 120 school support officers trained

Organizational Structure

The Foundation is governed by a Board of Trustees (“BoT”) with members overseeing the Nigeria, UK and US arms of the Foundation. The BoT provides oversight to an Executive Head, who is supported by a team of 5 dedicated staff and volunteers to manage its daily operations. The programme officers are drawn from scholarly, scientific, and professional disciplines with extensive experience.

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

Furthermore, the Foundation leverages on shared services provided by Oando Plc. These include Finance, Legal, Human Resources, and Admin services. This significantly reduces the administrative burden to the Foundation, while guaranteeing premium world-class controls.

Limitations

Operations

- Utilization of multiple implementing partners poses disparity risks in the quality of programme implementation across different States of the Federation.
- The rise in competing priorities for global funds affecting the availability of funds for basic education mandate.

Strategy

- The complexities of a holistic approach to education reform may create challenges for scale up and replication.
Inspiring Energy
Building Brighter Futures

Our Beneficiaries
In line with our commitment to inclusive and equitable quality basic education, the Foundation directly targets disadvantaged children between the ages of 5 -15 in public primary schools, Out of School Children (“OOSC”) including internally displaced persons, children with special needs, orphans, and vulnerable children in target communities. Our aim is to increase access to basic education, and improve quality of learning for these groups through AAS I.

Our target communities are selected following a review of varying research outputs and information sources, triangulated data along OOSC population, security risks, logistical accessibility, Girl Child Education ratio, and presence of development partners/thematic focus. Our selection process prioritizes areas with the most educational needs and relatively low security risk, to maximize impact and promote project continuity.

Key Target Groups
Out of School Children – Nigeria still has an estimated 10.5 million out-of-school children - the world’s highest number. 60 per cent of those children are in northern Nigeria. The Foundation deploys an integrated approach that thrives on the involvement of multiple stakeholders (SUBEB, LGAs, SBMC, and Teachers etc.), deployment of effective community engagement practices and provision of ancillary support wherever necessary. This approach ensures the entire process – OOSC enrollment, retention and monitoring is community driven, sustainable and cost effective.

Girl child – About 60 per cent of OOSC in Nigeria are girls. Many of those who enroll drop out early. Low perceptions of the value of education for girls and early marriages are among the reasons. Some northern states have laws requiring education of girls and prohibiting their withdrawal from school. This has not been the case for girls from the poorest households. Better school attendance has been improving, but this has not been the case for girls from the poorest households. The Foundation mainstreams gender across all its programme interventions, whilst making concerted efforts that target girls specifically to bridge the gender gap.

Children affected by crisis – The North-Eastern part of Nigeria has become significantly displaced educationally due to 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. Schools in Mochailla and Nazangula communities in Giombi and Madagali LGAs were destroyed by the insurgents, making it impossible for children to continue schooling.

The Foundation currently supports 17 adopted schools across 3 states in Northeast Nigeria – Adamawa, Bauchi, and Taraba; some in locations close to the state-government approved settlement camps for displaced persons, working collaboratively with respective state and local government education managers, community groups, and partners to implement key components of the AASI.

Our Work is geared towards strengthening the capacity of government and community stakeholders to support active mobilization and enrolment of out-of-school children, especially those who have been displaced or orphaned by the insurgency; whilst improving systems within the school communities to promote retention and improved learning outcomes.

2017 Programme Update
The Foundation is committed to improving access to quality education in Nigeria by creating world-class learning environments in public primary schools across the country. Through our signature project the Adopt-A-School Initiative (AASI), leveraging our resources, best practices, and cross-cutting solutions that have delivered similar results, we have achieved and aim to achieve more outstanding results in the educational sector.

The Foundation’s programme interventions support the actualization of Sustainable Development Goals 4 (Quality Education); 5 (Gender Equality); 6 (Clean water and sanitation) and 17 (Partnerships for the Goals) in Nigeria.

By the end of 2017, we had adopted 186 public primary schools across 23 states in Nigeria, renovated over 40 of these schools; established 33 ICT centres and 5 Early Child Care Development (ECCD) centres.

Oando PLC Sustainability Report 2017
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The Foundation has further supported community participation and ownership by strengthening the capacity of over 1,133 SBMC members, awarded scholarships to 1,123 pupils, trained 269 teachers, and donated over 10,000 learning and instructional materials across adopted schools.

In 2017, the Foundation continued to prioritize participatory approaches in the implementation of programme interventions, tracking early outcomes across key components of the AASI, and strengthening strategic partnerships and institutional capacity at the state and local levels to implement, monitor, sustain, and scale interventions provided.

We also engaged in various advocacy initiatives and sector discourses supporting basic education and school improvement. Owing to the effective deployment of the Foundation’s programme approaches, we witnessed attribution in policy changes, state-wide replication of our training models, increased community participation in project implementation processes, improvement in teaching and learning experiences, and cumulative increase in school enrolment.

Below is a summary of the Foundation’s key achievements in 2017:

1. Mobilization of Out of School Children (OOSC)
Out of school children are those from ages 7 and above who have not attended formal school or dropped out due to various reasons – distance, poverty, conflict etc. According to UNESCO, of the 59 million children out of school worldwide, 10.5 million are Nigerian, representing 10.2% of the 59 million OOSC. Many children who are victims of the North-East insurgency have had their schooling interrupted, some have become orphaned, whilst others lack financial resources to continue schooling in their new settlement.

The Foundation is committed to ensuring every child has access to quality education. Hence, we work with various stakeholders including the School Based Management Committees and State Agencies for Mass Education to mobilize and enroll OOSC within our school communities. Where required, we also provide back-to-school materials to support their integration into formal school. A total of 17,827 OOSC were enrolled into adopted schools in 2017, making a total of 33,639 OOSC enrolled to date.

2. School Infrastructure Improvement
Infrastructure development remains a key driver for increased access to and retention of OOSC. Conducive learning environments also have direct impact on improved learning outcomes. The Foundation’s infrastructure intervention supports adopted schools with facilities required to meet learners’ needs (classrooms, furniture, boreholes, toilets, and wash basins), utilizing the Community Based Renovation Approach (“CBRA”) which is aimed at increasing community participation and ownership, empowering local artisans, and optimizing project costs.

In 2017, the Foundation constructed 9 blocks of 30 classrooms, refurbish 8 blocks of 28 classrooms and provided 2,104 units of furniture for students and teachers in 15 schools in Bauchi, Niger, Adamawa, Taraba, Kwarra, Katsina, Sokoto, and Plateau. To improve school sanitation and hygiene, we have constructed 75 units of integrated child-friendly toilets, and provided 14 motorised boreholes (kitted with power generating sets), water storage facilities and wash basins across adopted schools. WASH sensitization campaigns are on-going to promote and sustain behavioral change amongst students and teachers.

The direct correlation between infrastructure upgrade in adopted schools and increased enrolment is evident in the 17% cumulative average increase in general school enrolment recorded across supported schools in 2017. Over 96,000 children now have access to conducive learning spaces.
In 2017, the Foundation trained 120 LG E A school support officers, 774 teachers (including 43 head teachers/assistants, 693 classroom teachers, and 38 ICT teachers) across 30 adopted schools in 9 states.

3. Scholarships
The Oando Foundation Scholarship programme remains one of the key drivers of increased enrollment and retention of pupils in adopted schools. The Programme supports children from relatively low income backgrounds, who have excelled in their academics to transit to and complete Secondary School whilst building a culture of excellence among children in Oando adopted schools. 1,123 children have benefited from the scholarship to date, including 21 new scholars selected in 2017.

4. Information Communication and Technology (ICT) Centers
The Foundation’s objective is to bridge the existing gap in the implementation of ICT education in public primary schools through the establishment of solar-powered ICT Centers in adopted schools and empowering students with the technical skills through creativity and learning. Our intervention approach strengthens the utilization of the existing Nigerian Educational Research and Development Council (NERDC) curriculum, capacity building and support for ICT teachers, and provision of educational software to aid curriculum implementation.

In 2017, the Foundation established 16 ICT Centers across Adamawa, Bauchi, Taraba, Kaduna, Sokoto, Niger, Plateau, Kwara, and Lagos; trained 38 ICT teachers; and provided NERDC-approved text books and educational software. In addition, 60 girls from 2 adopted schools in Lagos have benefitted from our pilot code club, in partnership with Theirworld UK, aimed at empowering Nigerian girls with technological skills and promoting interest in Science Technology Engineering and Mathematical (STEM) education. To date, the Foundation has established 33 ICT Centers, improving access to technology based learning for 37,363 students in predominantly rural communities.

5. School Based Management Committees (SBMCs)
Having identified the need to increase community involvement in primary education, the Foundation ensures that there are functional School Based Management Committees in each adopted school, and empowers them to effectively discharge their roles and responsibilities to the increasing demand for quality education, participation in school improvement processes, resource mobilization, strengthening voice and accountability in basic education for improved education quality, and increased access.

In 2017, 486 SBMC members were trained across 16 school communities across 4 states. Increasingly, trained SBMCs are effectively championing OOSC mobilization and enrolment, school improvement efforts, and resource mobilization to support capital projects in their schools.

6. Teacher Training
The Foundation’s teacher training programme replicates the Department for International Development (“DFID”)-Teacher Development Programme (TDP) training model, uniquely designed to improve teachers’ skill in modern pedagogy and content knowledge in three core subjects of Mathematics, English Language and Science & Technology through a phased training approach. It is also designed to strengthen the capacity of head teachers in school management and leadership and school support officers to provide mentorship for teachers’ post training. Subject-specific teacher guides, lesson plans, and audio-visual materials are provided to promote self-study and support teachers in preparation and delivery of class lessons.

In 2017, the Foundation trained 120 LG E A school support officers, 774 teachers (including 43 head teachers/assistants, 693 classroom teachers, and 38 ICT teachers) across 30 adopted schools in 9 states. The Foundation has recorded marked improvements among trained teachers in the application of pedagogy skills and utilization of teaching guides and lesson plans provided.

7. Local Government Education Authorities (LGEA)
Oando Foundation’s LGEA component is designed to improve efficiency and effectiveness of LGEAs in evidence-based planning and decision making in the basic education sub-sector across all government levels. We achieve this by strengthening the capacity of LGEA officials in the effective application of Education Management Information Systems (EMIS) in school data collection and reporting. This intervention is based on the premise that accurate education data will lead to proper planning, budgeting and ultimately, achievement of desired outcomes at the schools and government level.

In 2017, the Foundation trained and supported 125 LGEA EMIS officials, and donated laptops to support EMIS related activities in the quality assurance and EMIS departments at the LGEAs and SUBEBs. Early outcomes of this intervention include the overhaul of the EMIS system at the Lagos State Quality Assurance Department (LSQAD) and replication of the training model in Lagos and Bauchi States. A total of 245 LGEA officials were trained in 2017 (120 School Support Officers and 125 EMIS Officers).

8. Partnership and Advocacy
At the Foundation, we believe in the power of partnership as a platform for sustainable, replicable and scalable interventions. Our Adopt-A-School Programme is hinged on effective partnership with public and private sector actors committed to improving the basic education sub-sector.

Leveraging newly established and existing partnerships with key players in the sector, the Foundation raised over N250 million, being direct contributions for projects in adopted schools. Our partnership with Sumitomo Chemical, a Japanese Chemical Company, resulted in the establishment of 3 solar powered ICT Centres in schools across three states – Kaduna, Lagos and Taraba; benefiting over 2,400 students. We also partnered with the Nigerian Stock Exchange to address education needs of the teeming out-of-school population in the North-East occasioned by the Boko Haram insurgency through construction of the Mainland Alamderi Model Nursery and Primary School, Maiduguri, Borno State.

The Foundation advocated for increased access to basic education on various national and international platforms in 2017, including the Global Business Coalition on Education (GBC-Ed), World Innovation Summit on Education (WISE), Global Education and Skills Forum (GESF), and the African Philanthropy Forum (APF). Our direct advocacy engagement with the Universal Basic Education Commission resulted in us being selected to champion the strategic coordination of other private sector education affiliates supporting basic education in Nigeria.
The table below shows a full list of partnerships and collaborations established and sustained by the Foundation in 2017:

<table>
<thead>
<tr>
<th>Partnership Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Educate A Child (EAC)</strong></td>
<td>Oando Foundation partners with EAC, a global initiative launched by Her Highness Sheikha Moza bint Nasser of Qatar. This joint partnership is aimed at reducing the number of out of school children (OOSC) in Nigeria by enrolling 60,000 OOSC across the Foundation’s adopted schools over a 3-year period. The partnership is a matching fund grant.</td>
</tr>
<tr>
<td><strong>Sumitomo Chemical</strong></td>
<td>Partnership is aimed at promoting ICT and STEM education by establishing solar powered ICT Centers in Oando adopted schools. 3 ICT Centers were established under this partnership in 2017, and 3 additional Centers will be established in 2018.</td>
</tr>
<tr>
<td><strong>North-East Regional Initiative (NERI)</strong></td>
<td>Oando Foundation established a strategic partnership with the USAID-NERI to support enrolment and quality of learning in rebuilt schools across communities hardest hit by the Boko Haram insurgency in Adamawa State. Two schools rebuilt by NERI have been adopted by the Foundation in Gombi Community. We supported with OOSC mobilization and enrolment, teacher capacity building, training of LGEA and SBMC in Education Management Information Systems and school governance, provision of learning materials, and award of scholarships, among others.</td>
</tr>
<tr>
<td><strong>Universal Basic Education Commission (UBEC)</strong></td>
<td>UBEC is the federal agency in charge of basic education in Nigeria. Oando Foundation was recently appointed to coordinate other private sector education affiliates supporting basic education in Nigeria. In this role, we champion strategic engagements with UBEC, to transform the basic education sub-sector and strengthen partnership with relevant state education institutions under UBEC’s supervision.</td>
</tr>
<tr>
<td><strong>USAID Education Crisis Response Programme (ECR)</strong></td>
<td>Oando Foundation is partnering with USAID-ECR to support the mainstreaming of OOSC (including internally Displaced Persons) from non-formal learning centers into adopted schools in Adamawa and Bauchi. 2,008 children have been mainstreamed under this partnership; 500 in 2016 and 1,580 in 2017.</td>
</tr>
<tr>
<td><strong>DFID Education Sector Support Programme in Nigeria (ESSPIN)</strong></td>
<td>The Foundation is replicating the DFID-ESSPIN training model and manuals for the SBMC and LGEA programme components. We are also utilizing the services of Consultants who worked with ESSPIN for training in adopted schools.</td>
</tr>
</tbody>
</table>

**UKAID Teacher Development Programme (TDP)**

The Foundation partners with the DFID-TDP to replicate its training model for teacher development and capacity building in adopted schools. TDP provided technical support for the Foundation’s WIC component. We also reproduce teacher guides and lesson plans developed by TDP for use in adopted schools. This is a technical partnership with zero funding implication. Utilizing these models allow us leverage existing capacity and knowledge thereby reducing project cost and ensuring sustainability.

**National Home Grown School Feeding (HGSF) Programme**

In 2016, the Federal Government announced its intention to commence the National Home Grown School Feeding Programme (HGSF) aimed at providing breakfast for children in primary school. Partnership for Child Development (PDC) – a key partner of the Federal government saddled with the responsibility of strengthening the evidence on the costs and benefits of the HGSF reached out to the Foundation on the need for collaboration in adopted schools. The outcome of this engagement informed the reconsideration of our school feeding approach to providing ancillary facilities (water, sanitation, and hygiene) in adopted schools, as support for the HGSF programme.

**Nigerian Stock Exchange**

Oando Foundation has supported the construction of Mamsanadi Alameeri Model Nursery and Primary School, Maiduguri, Borno State, in partnership with the Nigerian Stock Exchange and Bridge Academies. The school which consists of 3 fully equipped blocks of administrative and learning purposes, was built to address education needs of the teeming out-of-school population in the North-East, occasioned by the Boko Haram insurgency. Pupils are largely made up of children from IDP camps around Abuja Tarakawa, a low-income community in Maiduguri.
ENVIRONMENTAL HEALTH AND SAFETY

Oando is a responsible company focused on safety awareness based on globally applicable HSE standards and best practices. Furthermore, through feedback from employee engagements on safe practices and learnings from previous incidents we have continued to build a stronger HSE culture within the Company.

The Company did not record any minor or major accidents and as such there were no fatalities within the operations which it managed for the year in question.

Safety Awareness & Training:

Security awareness sessions were held to help ensure safety of the employees. Particularly, end of year sessions were held to equip our employees with vital security knowledge as a result of high security risks that may be encountered during the ember months.

In addition, the company understands that it’s most valuable resources is its workforce and continues to train its personnel to be sensitive to dangerous situations and learn how to avoid them. Responsibility was also placed on employees to extend their learnings from the trainings to family & loved ones so that they are able to create a safe environment at home. The company’s EHSQ team provided guidance regarding the introduction of new EHS concepts, standards or procedures while external facilitators were also brought in to train the employees on other EHS matters. Approximately 90 employees underwent various EHSQ awareness sessions and training.

Key EHSQ Awareness Sessions & Courses included:
1. EHS level 1 training
2. EHS level 2 training
3. EHS level 3/HSE in Project training
4. Basic Offshore Safety & Induction & Evacuation Training (BOSET)
5. Fire-fighting training
6. First Aid training
7. Healthy Living sessions
8. Ergonomics awareness session

Security Practices:

Managing security risks through structured Security Risk assessment is important to ensuring the protection of the lives of employees, contractors, preventing damage to company assets and sustaining operational capability. Security deployment and other mitigation are developed and managed with due consideration to respecting human rights.

A security unit under the EHSQ department has been established to manage security issues. Standard Operating procedures are in place to guide the implementation of the company’s security policy. Security incidents are reported, recorded and investigated. Process audits and reviews are conducted to ensure compliance with Security Standards and respect for human right.

Mitigation measures are deployed to be proactive and also to effectively manage breaches when they occur. Metrics are used to measure adequacy, cost effectiveness, and audits and reviews are conducted to ensure compliance to the security policy.

Remedial actions are taken to close gaps identified during audits and reviews. Processes delivering the expected results are sustained while efforts are constantly geared towards overall continuous improvement.

In all, about 122 persons including employees and third parties attended security related trainings.

HUMAN CAPITAL MANAGEMENT

Organizational profile - People

At Oando, we understand that people are pivotal to building a sustainable company, thus, our people constitute the foundation of our existence. While the nature of our work changes frequently, our core values do not. In 2017, we positioned the organization to attract and retain diverse talents and empowered them to continuously seek developmental opportunities.

The Organization’s employee profile is displayed below:

<table>
<thead>
<tr>
<th>EMPLOYMENT CATEGORY</th>
<th>OER GROUP</th>
<th>FOUNDATION</th>
<th>OTD</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>139</td>
<td>72</td>
<td>5</td>
<td>216</td>
</tr>
<tr>
<td>Interns</td>
<td>86</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Consultant</td>
<td>20</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Full time Employee (FTE)</td>
<td>82</td>
<td>47</td>
<td>5</td>
<td>134</td>
</tr>
<tr>
<td>3rd Party</td>
<td>35</td>
<td>13</td>
<td>1</td>
<td>49</td>
</tr>
<tr>
<td>Consultant</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Interns</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

We pride ourselves as an equal opportunity employer by ensuring our policies and procedures are poised to continuously propagate inclusion and diversity. We continuously dissociate ourselves from unethical practices including but not limited to child and forced labour engagements. Our people initiatives in the current year were aimed at enhancing and instituting commitment, motivation and employee engagement.

We respect our employees’ rights to collective representation and freedom of association in all our locations. We have a healthy representation with the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) Lagos chapter and a collective bargaining agreement covers our engagement with employees who are members of this association.
As shown in the diagram below, in 2017, the proportion of females in management positions increased when compared to 2016. A step towards addressing a target of SDG 5, Gender Equality, “ensuring women’s full and effective participation and equal opportunities at all levels of decision making in political, economic and public life.” We aim to continue to increase opportunities for leadership at all levels of management within the company, one step at a time.

### Females in Management Positions, 2016 vs 2017

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>30-39</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>40-49</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>50+</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

### Demography

<table>
<thead>
<tr>
<th>FTE Age Distribution, 2017</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>30-39</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>40-49</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>50+</td>
<td>11</td>
<td>11</td>
</tr>
</tbody>
</table>

Oando strongly advocates diversity and equal opportunity. This is reflected in the composition of the organization with a total of 216 employees who are committed to the development of the organization as a whole and to the identification of new potential investments.

In 2017, Oando employed 16 people across Finance, Corporate Communications, Legal, and Engineering departments on full time contracts. The proportion of women in the reporting year was 38% and 62% for men. We aim to increase the proportion of women in management as well as on the Board.

### Remuneration, Benefits & Employee Welfare

At Oando, we are strong advocates of equal opportunity and we place strong emphasis on linking performance with reward; thus, we adopt a pay-for-performance culture. The Oando Reward Framework guides our remuneration process for all employees. In addition, for company executives and Board level remunerations, the Governance and Nominations Committees provide guidance in line with the Board Remuneration Policy.

As stated in previous reports, we provide Direct/ full time employees (based on defined eligibility criteria) across all company locations the following benefits:

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

We regard people management as extremely material to our operations. This embodies the general management position regarding developing, maintaining and improving employee relationships. This is done via communication, performance management, promotion processes, grievance/dispute handling as well as in interpreting and conveying the organization’s core values and policies.

### ECONOMIC PERFORMANCE

#### Why economic performance is material to the company

The company’s economic performance is material to the business as it enables the Company to meet its obligations to all stakeholders and shareholders in the immediate and on a long-term sustainable basis. These obligations includes our cash call obligations to our joint venture partners, Debt service obligations, employee remuneration and benefits and returns to shareholders.

#### How the Company manages her economic performance

The company’s financial forecasts for the current year are prepared in the fourth quarter of each preceding year and updated periodically to properly reflect current realities. Any significant changes in forecasts are highlighted and reported to management. Management takes a decision on how to best mitigate the situation.

Key variables prone to changes are commodity price fluctuations which management hedge against, cost management of joint venture expenditures via various governance meetings, financial discipline via debt censure to ensure debt service obligations are met.

#### Mechanisms for evaluating Management’s approach

These mechanisms include the periodic review of performance with stakeholders on a monthly, quarterly and annual basis via the various governance structures that ensure briefing and lasting solutions to challenges encountered are adequately proffered, discussed and implemented. The Board and its Committees meet at least quarterly to review the Company’s performance on various matters and ensure that management are implementing the strategic objectives set by the Board in a manner that considers all applicable risks to the business and leads to the maximum positive impact to the stakeholders of the Company.

#### Consolidated Entities in the Company’s Audited Financial Statements

Oando includes the performance of its subsidiaries in its consolidated financial statements. The subsidiaries of Oando include Oando Logistics and Services Limited, Oando Resources Limited, Oando Terminals and Logistics, Oando Trading DMCC, XRS 1, Oando Trading Limited, Oando Netherlands Holdings 2 Cooperative U.A, Oando Netherlands Holdings 3 Cooperative U.A, Oando E&P Holdings Limited, Ebony Oil and Gas South Africa Proprietary Limited, Royal Ebony Terminal Proprietary Limited, Ebony Trading Rwanda Limited, Petrad Mozambique

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**Oando PLC**

**Sustainability Report 2017**
SUPPLY CHAIN AND PROCUREMENT

Organizational Profile

The critical changes to the supply chain organization are listed below:
- Shrinking of the Supply Chain organization to be led by the Services Manager. The role of the Group Head, Supply Chain and Admin Services was eliminated. This is a testament to the organization’s job shadowing and succession planning initiative and a demonstration of career progression and enrichment.
- All Related Party transactions for the year 2017 were reported through the Related Party Panel and the Governance and Nominations Council.

Stakeholder Engagement

Internal Stakeholders - Employees External Stakeholders - Regulators and Vendors

In 2017, all communication to external stakeholders were through the corporate communications unit of the Company.

The purpose of communication to internal stakeholders is to ensure the following:
- Requests are channeled to the appropriate teams
- Elimination of any down time to business operations.

The supply chain organization ran a lean structure with emphasis on efficiency by retaining subject matter experts. This guaranteed our support to the business more as we had better experienced hands. In addition to that, there was also a Customer Satisfaction Survey to measure internal customer satisfaction.

Procurement Practices

<table>
<thead>
<tr>
<th>RFP/ RFQ</th>
<th>Evaluation</th>
<th>Contract &amp; PO</th>
<th>PO Receipt</th>
<th>Invoice Validation</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Request for Quotation
  - Scope Document
  - Timeline For Submission
  - Payment Terms

- Evaluation
  - Technical Evaluation
  - Commercial Evaluation - Bid Analysis

- Contract & PO
  - Departmental Hierarchy
  - Approval Limits

- PO Receipts
  - Vendor Completion Invoice
  - Delivery Note/ Job Completion

- Invoice Validation
  - Budget Line Validation
  - Supporting Documents for PO
  - Tax Deductions

- Payment
  - Payment Voucher Creation

Local Supplier Participation
- Vendor 15%
- Local 85%
- Total 100%

Local Supplier Spend
- Vendor 10%
- Local 90%
- Total 100%

Financial assistance received from government

The Company did not have any financial assistance from the government in 2017 in the form of tax relief, tax credit or subsidies.

Economic Value Distributed/Retained

Our economic value in 2017 was distributed as shown below:
- Operating costs - ₦40.39B
- Employee wages and benefits - ₦460.91M
- Payments to providers of capital (Equity) - NIL
- Payments to providers of capital (Debt) - ₦63.50B
- Payments to government (by country) - Tax ₦15.90M

Our economic value retained is ₦30.62B

Limitada, XRS 11, Churchill Finance C300-0462 Limited and Oando Energy Resources Inc. (Subsidiary of Oando E&P Holdings Limited)

Financial assistance received from government

The Company did not have any financial assistance from the government in 2017 in the form of tax relief, tax credit or subsidies.
**Energy**

Energy forms the bedrock of our operations. It is required to power all our offices, as well as other site locations including guest houses. Energy consumption is managed directly and indirectly by the respective landlords and each location’s consumption pattern is peculiar to occupancy and use.

Direct energy consumption is tracked via bills from the public utility company as well as AGO (Diesel) usage sheet.

**Non-Renewable Energy (Generator)**

<table>
<thead>
<tr>
<th>S/N Location</th>
<th>Litres (AGO)</th>
<th>Kwh</th>
<th>Joule</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Lagos HQ</td>
<td>457,474</td>
<td>4,574,735</td>
<td>16,423,30</td>
</tr>
<tr>
<td>2 LMGH</td>
<td>15,200</td>
<td>152,000</td>
<td>545,68</td>
</tr>
<tr>
<td>3 Abj GH</td>
<td>6,794</td>
<td>67,908</td>
<td>234,90</td>
</tr>
<tr>
<td>4 Archive</td>
<td>2,600</td>
<td>26,000</td>
<td>93,34</td>
</tr>
<tr>
<td>Total</td>
<td>482,067</td>
<td>4,820,679</td>
<td>17,306</td>
</tr>
</tbody>
</table>

\[ S/N = \frac{1}{6} \times 10^8 \]

\[ \text{Kwh} = \frac{1}{3} \times 10^6 \]

\[ \text{Joule} = \frac{1}{1} \times 10^3 \]

**Non-Renewable Energy (Public Power)**

- Lagos Headquarter
- Lagos Management Guest House
- Abuja Guest House
- Archive

- 90% (Lagos
- 6% (LMGH)
- 4% (Abj)

**Transportation**

Oando operates a carpool system in an effort to reduce traffic congestion and Carbon emissions. Pool car allocations are done on the basis of daily requests received and business location.

The Oando staff bus scheme is a large representation of this conscious effort at reducing pollution. Our staff buses continue to transport employees to and from work. Staff buses transport an average of 150 employees daily, significantly reducing the number of cars in traffic by 70 cars. This reduced CO2 emissions by 322 metric tonnes in 2017.

**Human Rights**

In the year under review, vendor operations cuts across construction/civil works, office & Guest house maintenance alongside cleaning and installation works. The nature of these tasks regardless of the urgency undergoes a high level of health and safety scrutiny including provision of bio-data/CV/certificate of fitness before deployment of resource to site on each of the tasks. There are processes and documentation required before execution, all of which are clearly stated in a pre-agreed Service Level Agreement shared with all contractors.

**Go-Forward Plan 2018 & Beyond**

In 2017, we commenced and completed the fit out works for the new Head Office at the Wings Tower and relocated. The focus was to build an office that was not only functional but also sustainable, in line with the “Oando Green Plan”.

In view of this, emphasis was placed on the following:
- Use of natural lighting
- Collaborative work environment
- Energy efficiency

The use of clear glass as against drywall partitioning in most areas helped ensure the transmission of natural light and reduced electricity consumption. This was further consolidated with the use of LED lighting across the floors which reduced our energy consumption and ultimately reduce our carbon footprint.

The implementation of the sustainability plan for Wings also ensured that all plumbing installations had motion sensors to control water leakage and any possible waste. The faucets and urinals were fitted with sensors thereby saving about 75% of water that would have been lost from the use of manual taps. In addition to this, multifunctional flusher systems were installed in the toilets to ensure the appropriate proportion of water is used.

Oando also relocated its datacenter to a collocated facility leading to the discontinuation of 2 units of power generating. Needless to say that this reduced pollution and AGO consumption. The estimated reduction in CO2 emissions from discontinuing the use of generators is 130 tonnes.

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

Executive summary

The increased adoption of technology in its diverse forms is a major driver of service innovation and growth across the world. This results in the need for efficient data collection, faster processing, improved storage and retrieval of information. Oando is keen on leveraging Information Technology to run its business efficiently with the aim of improving overall productivity and enhanced stakeholder value.

2017 saw the Information Technology (“IT”) department deliver value by focusing on how technology is employed. This led us to seek better alternatives to optimize work processes by implementing automated solutions with major consideration for simplicity and service delivery models adopted. The period also witnessed IT execute further strategic plans following the Group’s resolution to return the Company to profitability.

While technology utilization was aligned with business objectives, the dynamism of our daily operational activities were managed using a mix of diverse and customized services and sustaining a working flexible architecture model which was adopted recently. Most notable of the strategic initiatives completed during the period are listed here below:
- Company-wide cyber security training: a continuous initiative aimed at creating the right cyber threat awareness amongst employees and other stakeholders.
- Productivity Tools: deployment of Skype for business on mobile and a desktop popup tool to improve collaboration and staff engagement.
- IT Service Level Agreement (SLA) Adjustment: The call resolution time was reviewed to meet the demands of current business realities and Do it Yourself (DIYs) were developed for users.
- Cost Containment Initiative: Optimization and rationalization of technology use through business process reengineering to drive operational efficiency.
- Enterprise Risk Professional (ERP) Systems Optimization: Reviewed and revised sourcing model to optimize the Supply chain process.

These key initiatives were underpinned by a robust governance committee - the IT Steering Committee, membership of which include senior business leaders with the mandate, amongst others, to ensure business and IT alignment.
IT Management Approach

Our Information Technology operations references business continuity frameworks, global service delivery standards and security frameworks such as ISO27001, ISO22300 and Information Technology Infrastructure Library (ITIL) which enables our business to operate our primary data centers with assurance delivery and security benchmarks. This pragmatic approach is guided by a governance structure that gives oversight responsibilities to the IT steering committee, a hybrid (co-sourced) organizational structure, to deliver on imperatives that will:

- Make available integrated systems that are scalable, reliable, and conform to appropriate standards
- Increase visibility and recognition of Oando as a leader in the energy sector
- Leverage an operating model depicted by the diagram below:

1. 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 business strategic objectives.

   | Corporate Vision |
   | Mission & Values |
   | Group Strategy |
   | IT Vision, Mission Imperatives |
   | Entity Strategy |
   | IT Strategic Plan |
   | Entity Objectives |
   | Corporate Objectives |
   | Unit/Individual Objectives |

II. Policies

The IT manual (the manual) establishes the information technology policies and guidelines required to appropriately identify information resources and business requirements while ensuring that these are effectively protected. The manual also stipulates IT Service Operation guidelines and requirements to govern IT Service management. The manual takes into cognizance the industry Oando operates in and how technology can be utilized to support its broad objectives. Adherence to the manual safeguards the integrity, confidentiality and availability of Oando’s information.

*The manual contains the following:
  - Server Down Policy
  - Server Back-up Policy
  - Information Technology Security Policy
  - Email Policy
  - Desktop Move, Aid and Change Policy.

III. Commitments

The Information Technology team is committed to ensuring that the organization leverages on technology deployed appropriately to achieve competitive advantage, increase market share, improve quality and drive efficiency through automation of manual processes.

IV. Goals and Targets

Leverage existing IT to leverage existing information technology and expertise to maximize investments and reduce costs.

- Foster new and emerging IT: to identify and foster new and emerging information technology to maximize mission accomplishment and reduce costs.
- Automated Processes: to identify opportunities to streamline manual work processes to improve staff productivity and accelerate work output.
- IT Governance, Policies, and oversight processes: to provide departmental IT governance, policy, and oversight processes with the aim of ensuring secure, efficient, and cost effective use of resources.
- Risk-based cyber security: to strengthen enterprise situational awareness which will foster near-real-time risk management and combat the advanced persistent threat. It also forges inter-agency and sector partnerships to protect critical infrastructure, promote information sharing, and advance technologies for cyber defenses.

V. Responsibilities

The Oando IT team are a group of professionals who specialize in various disciplines within the field of Information Technology providing advice and expertise on IT strategy, infrastructure, design, building, and maintenance within the organization.

VI. Resources

People constitute a key part of the resources and capabilities required to deliver quality IT services to the business. The roles include;

- Chief Strategy Officer
- Head, IT
- Service Delivery Manager
- Business Applications Manager
- IT Security Lead
- Systems Administrators
- Cyber Security Administrators
- Business Information Coordinator
- Application Developers
- End User Support
- Helpdesk Officers
- IT Productivity Coaches

VII. Grievance mechanisms (i.e. Helpdesk)

The Helpdesk is a functional unit made up of a number of devoted staff responsible for dealing with a variety of service events, often made via telephone calls, emails or verbally reported incidents.

The Helpdesk serves as a single point of contact for users to report service disruptions or degradations, IT service requests, incident resolution etc. They also provide a point of coordination for IT groups and processes with the ownership of incidents/requests through lifecycle.

VIII. Processes, Projects, Programs and Initiatives

- IT Security awareness sessions conducted by IT Productivity coaches for all departments across the company with focus on Social Engineering and Information Security
- A working tool refresh survey was carried out to obtain employee feedback on systems and general IT work tools. Results of the survey informed management on the work tool types to be deployed across the organization.
- A customer satisfaction survey was carried out to drive continuous service improvement
- Staff were informed of the various variants of ransomwares and advised on control measures put in place to avoid falling a victim of cyber-attacks.

Evaluation of IT Management Approach

On a bi-annual basis, IT Management approach for information systems is subject to an audit exercise to identify gaps in current procedures and processes, which are reported to executive management and monitored until identified gaps are closed out.

This bi-annual audit of IT management approach leads to:

- Closure of identified gaps
- Updated processes and procedures
- Policy amendment
- Updated Risk register

Information Technology and the Environment

Data Center Move

Data centers require a tremendous amount of energy, which can be harmful to the environment. Following the relocation to the Company’s new office space in 2017, we took steps to change the way we operate our primary data center and in turn change the impact on the environment for good. To achieve this, the in-house data center was moved to an energy efficient Tier 3 colocation facility. This helped reduce our carbon footprint, eliminate inefficient energy utilization and provide better visibility with effective monitoring systems.
Employee Engagement
In our bid to shift internal Communications from being output-focused to outcome-focused, Via Snapcoms; a cloud based communication tool was deployed. The highly visual internal communication tools deepened internal engagement with its various modes of reaching employees.

Reviewed Secure Print Services
The secure print service was reviewed to ensure the actual number of printers required was in place and strategically positioned within the office building. This reduced the print volume by 50% thereby reducing the cost of printing, paper usage, energy consumption and carbon footprint.

Knowledge Sharing Sessions/Employee Development
From early 2017, the management of the IT department introduced knowledge sharing sessions to ensure that members of the department are aware of the latest technology trends that is capable of changing business dynamics and promoting sustainability in the oil and gas industry. This was achieved through research and presentations by members of the IT team. Knowledge sharing presentations are delivered on a weekly basis. This activity gives every team member the opportunity to scan the technology landscape for innovative products and operational best practices that massively impact on the business and the entire Oando staff. The output from the knowledge sharing sessions translate to projects executed by the department.

It Waste Disposal
In line with the Oando IT Asset Management Process, some faulty and obsolete IT assets were disposed during the year under review. A summary of items disposed from previous Head office (Zenon) located at Victoria Island. Details of the items is captured in table below:

<table>
<thead>
<tr>
<th>S/N</th>
<th>ITEM DESCRIPTION</th>
<th>QUANTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cisco IP Phones</td>
<td>32</td>
</tr>
<tr>
<td>2</td>
<td>Other Cisco Devices (Switches, Routers, Access points etc.)</td>
<td>29</td>
</tr>
<tr>
<td>3</td>
<td>Server Racks</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>Polycom and Accessories (Desk Phones, Assy, Sound Station etc)</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>FM200 Cylinders</td>
<td>7</td>
</tr>
<tr>
<td>6</td>
<td>UPS / AVS</td>
<td>8</td>
</tr>
<tr>
<td>7</td>
<td>Laptops Computers and Accessories (Locks, Screens, Batteries, Hard Drives)</td>
<td>114</td>
</tr>
<tr>
<td>8</td>
<td>Desktop Computers</td>
<td>24</td>
</tr>
<tr>
<td>9</td>
<td>Monitors</td>
<td>79</td>
</tr>
<tr>
<td>10</td>
<td>Printers / Scanners</td>
<td>17</td>
</tr>
<tr>
<td>11</td>
<td>Toner/Cartridge Modules</td>
<td>64</td>
</tr>
<tr>
<td>12</td>
<td>14” CRT Screens</td>
<td>3</td>
</tr>
<tr>
<td>13</td>
<td>Projectors</td>
<td>5</td>
</tr>
<tr>
<td>14</td>
<td>Microsoft Surface Pro</td>
<td>18</td>
</tr>
<tr>
<td>15</td>
<td>Others (cable/monitor stands/fire alarms/keyboards)</td>
<td>77</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>500</td>
</tr>
</tbody>
</table>

Customer Satisfaction (“CSAT”)
The 2017 customer satisfaction survey of information technology services (“ITS”) was conducted to achieve the following objectives:

• To ascertain the quality of ITS being rendered to our customers,
• To receive feedback from customers on their satisfaction levels
• To identify areas of improvement.

A total of 104 respondents representing 43% of the expected employees in the organization (OIEP, OTEF, Foundation & PLC) took part in 2017 CSAT survey with a satisfaction level of 81%. The anonymous survey ran for a duration of 10 days.

The Questionnaire
Questions of the survey were focused on the IT customer service experience of the business. This was designed to rate the satisfaction level of our service delivery to the business units.

The Result
81% satisfaction level was achieved, whilst, 6% of respondents were not satisfied with the process of resolving issues. This provided an opportunity to increase customer satisfaction levels.

However, 11% of respondents believed that the IT service can be improved upon.

Overall Satisfaction with Customer service experience

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>21%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>60%</td>
</tr>
<tr>
<td>Neutral</td>
<td>13%</td>
</tr>
<tr>
<td>Unsatisfied</td>
<td>5%</td>
</tr>
<tr>
<td>Very Unsatisfied</td>
<td>1%</td>
</tr>
</tbody>
</table>

Summary Of Findings
On the overall, the following were the findings that were gathered from the survey:

• Users need IT to improve issue resolution time
• There is room for improvement in the quality and effectiveness of work tools
• Wireless speed and reliability needs to be optimized
• Access and availability of IT peripherals should be improved

Reviews And Audits
What the IT unit did well:
• Customer service was provided in a courteous and patient manner
• Average First Call Resolution (FCR) rate increased from 18% in the previous year to 23%.
• Better understanding of issues encountered
Database for NNPC/NAOC/Oando JV projects commissioned 2017

<table>
<thead>
<tr>
<th>S/N</th>
<th>Name and Location of Projects</th>
<th>LGAProjects</th>
<th>State</th>
<th>Date Commissioned</th>
<th>Contract NoProjects</th>
<th>Impact</th>
</tr>
</thead>
</table>
| 1   | Extension of Low Voltage Lines and installation of street lights in ISIKWABA community. | ONELGA      | RIVERS | 25/01/17          | 460000025692        | • Infrastructural development  
• Entrepreneurship development  
• Improved social lives & security  
• Improved relationship between community & the JV  
• Oando visibility |
| 2   | 2KM Internal Asphalt Roads in OKWUZU community. | ONELGA      | RIVERS | 26/01/17          | 45000223344         | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 3   | 2KM Internal Road and Drains in OKWUZU community. | ONELGA      | RIVERS | 26/01/17          | 4500022310          | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 4   | Low Tension Line in OISEK/WENIKE community. | SAGBAMA     | BAYELSA | 31/01/17          | 46000222795         | • Infrastructural development  
• Entrepreneurship development  
• Improved social lives & security  
• Improved relationship between community & the JV  
• Oando visibility |
| 5   | 500 M Concrete Road and Drains in OGBIA community. | SAGBAMA     | BAYELSA | 31/01/17          | 46000022595         | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 6   | Electrification Extension in AGBETOR Kingdom. | SAGBAMA     | BAYELSA | 31/01/17          | 4600025787          | • Infrastructural development  
• Entrepreneurship development  
• Improved social lives & security  
• Improved relationship between community & the JV  
• Oando visibility |
| 7   | 500m Concrete Road with Drains in AGBETOR Kingdom. | SAGBAMA     | BAYELSA | 31/01/17          | 46000020056        | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 8   | Youth Development Centre in AGBEBE community. | SAGBAMA     | BAYELSA | 01/02/17          | 4600041155 4600010361 | • Recreational development  
• Improved relationship between community & the JV  
• Oando visibility |
| 9   | 1km road and two side drains in ETEK/IKWU community. | OHAJI EGBEBA | IMO     | 08/03/17          | 4600002128 4600020664 | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 10  | Electrification Upgrade in OGBIA community. | OGBIA       | BAYELSA | 10/03/17          | 46000022510        | • Infrastructural development  
• Entrepreneurship development  
• Improved social lives & security  
• Improved relationship between community & the JV  
• Oando visibility |
| 11  | Construction of 4.96km OOMOKU Internal Road in Omoku clan. | ONELGA      | RIVERS | 10/03/17          | 4600011404         | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 12  | Construction of 90M Concrete Road. | SILGA       | BAYELSA | 22/03/17          | 46000231671        | • Improved movement and transportation  
• Portable drinking water  
• Improved relationship between community & the JV  
• Oando visibility |
| 13  | Construction of 30,000 Galon Water Scheme in OPIKOTUWI community. | SILGA       | BAYELSA | 20/03/17          | 4500029996         | • Portable water for community  
• Improved relationship between community & the JV  
• Oando visibility |
| 14  | Concrete Flooring of Market in UKPELIEDE Kingdom. | AHODA WEST  | RIVERS | 30/03/17          | 4600011897         | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 15  | Construction of 4 open Market Stalls Block A,B,C,D in UKPELIEDE Kingdom. | AHODA WEST  | RIVERS | 30/03/17          | 5500010066         | • Better environment for trading particularly market women  
• Improved relationship between community & the JV  
• Oando visibility |
| 16  | Construction of 4 Lock-Up Market Stalls Block A,B,C,D in UKPELIEDE Kingdom. | AHODA WEST  | RIVERS | 30/03/17          | 5500100397         | • Better environment for trading particularly market women  
• Improved relationship between community & the JV  
• Oando visibility |
| 17  | Construction of two Market Toilets in UKPELIEDE Kingdom. | AHODA WEST  | RIVERS | 30/03/17          | 4600014821         | • Better environment for trading particularly market women  
• Improved relationship between community & the JV  
• Oando visibility |
| 18  | Installation of 350 KVA CAT Generator in AYAM/AKPEK, IBISEN Clan. | YENEGBA     | BAYELSA | 30/04/17          | 4600030163         | • Infrastructural development  
• Entrepreneurship development  
• Improved social lives & security  
• Improved relationship between community & the JV  
• Oando visibility |
Database for NNPC/NAOC/Oando JV projects commissioned 2017

<table>
<thead>
<tr>
<th>S/N</th>
<th>Name and Location of Projects</th>
<th>LGA/Projects</th>
<th>State</th>
<th>Date Commissioned</th>
<th>Contract No:Projects</th>
<th>Impact</th>
</tr>
</thead>
</table>
| 19  | Construction of Science Laboratory Block in OLOGOMA community. | NEMBE | BAYELSA | 26/04/17 | 4500027214 | • Educational development  
• Improved relationship between community & the JV  
• Oando visibility |
| 20  | Construction of Okaron-Ama Community Electricity project in OKORON-AMA community. | SILGA | BAYELSA | 02/05/17 | 4600028804 | • Infrastructural development  
• Entrepreneurship development  
• Improved social lives & security  
• Improved relationship between community & the JV  
• Oando visibility |
| 21  | Okuma-Community Water Scheme in ORUAGA Community. | AKELGA | RIVERS | 13/07/17 | 4600049212 | • Portable water for community  
• Improved relationship between community & the JV  
• Oando visibility |
| 22  | 5000kVA Conoscope Road and drain to ODU-AMA. | NEMBE | BAYELSA | 13/07/17 | 4600026636 | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 23  | Rehaborbited Asphalt Road (School Health Centre/Onage Street) in IDU OSOBILE. | ONELGA | RIVERS | 19/07/17 | 4600015114 | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility |
| 24  | Construction of 1km Road and Drains in AGBAKABIRIYAL. | NEMBE | BAYELSA | 20/07/17 | 4600030127 | • Improved movement and transportation  
• Improved relationship between community & the JV  
• Oando visibility  
• Educational development |
| 25  | Construction of 3 Nos. Teachers Quarters (Block A, B & C in IKEBIRI 11. | SILGA | BAYELSA | 21/07/17 | 5600011558 | • Educational development  
• Improved relationship between community & the JV  
• Oando visibility |
| 26  | Construction of 1 No 6-Classroom Block in IKEBIRI 11. | SILGA | BAYELSA | 21/07/17 | 5600011616 | • Educational development  
• Improved relationship between community & the JV  
• Oando visibility |
| 27  | Supply of Medical Laboratory Equipment and Chemicals for OGBIGBOR community Health Centre. | ONELGA | RIVERS | 17/08/17 | 4600029349 | • Improved health of the people  
• Improved relationship between community & the JV  
• Oando visibility |
| 28  | Supply of Medical Laboratory Equipment for AKAKUMAMA community. | NEMBE | BAYELSA | 17/09/17 | 4600029305 | • Improved health of the people  
• Improved relationship between community & the JV  
• Oando visibility |
Community trust fund

- For period under review, a total $2,128,815 (approximately N 649,288,111) - representing 3% of the gross production revenue) accrued to the Community Trust Fund.

- Below is the cumulative revenue to date:

<table>
<thead>
<tr>
<th>#</th>
<th>Community</th>
<th>% Revenue Trust Fund</th>
<th>Cumulative Remittances</th>
<th>2017 Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ebendo</td>
<td>1.25%</td>
<td>₦1,085,881,605.02</td>
<td>₦274,367,605.63</td>
</tr>
<tr>
<td>2</td>
<td>Obodougwa</td>
<td>0.75%</td>
<td>₦51,528,963.38</td>
<td>₦164,528,963.38</td>
</tr>
<tr>
<td>3</td>
<td>Umusam</td>
<td>0.35%</td>
<td>₦304,064,404.73</td>
<td>₦75,840,492.23</td>
</tr>
<tr>
<td>4</td>
<td>Isumpe</td>
<td>0.26%</td>
<td>₦225,945,943.57</td>
<td>₦57,121,309.50</td>
</tr>
<tr>
<td>5</td>
<td>Ogbeani</td>
<td>0.11%</td>
<td>₦95,592,562.86</td>
<td>₦166,707.86</td>
</tr>
<tr>
<td>6</td>
<td>Umsadege</td>
<td>0.28%</td>
<td>₦33,982,528.02</td>
<td>₦52,171,383.81</td>
</tr>
<tr>
<td></td>
<td>TOTALS</td>
<td></td>
<td>₦2,596,996,008.19</td>
<td>₦649,288,111.94</td>
</tr>
</tbody>
</table>

Summary of community engagements in Q1 & Q2 (January – June 2017)

<table>
<thead>
<tr>
<th>SN</th>
<th>Activity</th>
<th>Planned</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Host &amp; Impacted Communities Trust Board Meetings</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Ebendo &amp; Obodougwa Peoples Parliament Meetings</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>MoU Renewal (Ebendo and Obodougwa Communities)</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>NDDC/OPTS Working Level Community Meetings</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Sustainable Community Development Projects</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Community disturbances</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Trust fund running projects – (disbursements for these year-to-year projects are up to date)

1) Ebendo Elders Welfare Scheme – ₦13.6m/annum
2) Obodougwa Elders Welfare Scheme – ₦6m/annum
3) Ebendo Education Bursary Scheme – ₦15m/annum
4) Funding for Obodougwa Secondary School – ₦4.2m/annum
5) Maintenance of Ebendo Issue Security Vigilante – ₦6.6m/annum
6) Energia/Oando Scholarship Scheme – ₦16m/annum
7) Chiefs welfare – ₦400,000 monthly stipends to Council of Chiefs and elders (Ebendo) – ₦4.8m/annum
8) Youth Incentives – ₦300,000 monthly allowance for youth body (Ebendo and Obodougwa) – ₦2.4m/annum

Summary of scholarship awarded in 2017

In conjunction with her JV partner, the Company awarded three hundred and thirty five scholarships to students in tertiary institutions to study both in Nigeria and abroad. Find below break down of the total number of students with their level of education:

**Ebendo Bursary Program**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>NUMBER OF STUDENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSC/PGD</td>
<td>16</td>
</tr>
<tr>
<td>LLB</td>
<td>6</td>
</tr>
<tr>
<td>BSC/HND</td>
<td>194</td>
</tr>
<tr>
<td>OND</td>
<td>113</td>
</tr>
<tr>
<td>NCE</td>
<td>6</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>335</td>
</tr>
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</table>

**Oando/Nepn JV Scholarship Award**

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>NUMBER OF STUDENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>OND</td>
<td>18</td>
</tr>
<tr>
<td>HND/BSC</td>
<td>37</td>
</tr>
<tr>
<td>TOTAL</td>
<td>55</td>
</tr>
</tbody>
</table>
## Schedule of 2017 Activities

**Oando Foundation Adopt-A-School Scholarship Award** for 21 pupils (a total of 1,123 scholars to date)

### ICT Centers

Established solar-powered ICT Centers (fully equipped with furniture, solar powered inverters, computers, server, projectors, printers, ICT educational software and text books) in 16 adopted schools:

- Central Primary School, Gamawa, Bauchi
- Central Primary School, Liman Katagum, Bauchi
- Sabon Kaura Primary School, Bauchi
- Our Lady of Fatima Primary School, Jos, Plateau
- Ibrahim Gusau Nizzamya Islamiyya Model Primary School, Sokoto
- Mabera Magaji Model Primary School, Sokoto
- Maitunbi Primary School, Minna, Niger
- Muslim Community Primary School, Ormup, Kwara
- Baptist LGEA Primary School, Okuta, Kwara
- Ansaru Islam Primary School, Oke-Aluko, Kwara
- Female Model Primary School, Jalingo, Taraba
- Yoledepe Primary School, Yola, Adamawa
- Nyibango Primary School, Yola, Adamawa
- LGEA Primary School, Rido, Kaduna
- Dele Ajomale Primary School, Ilasa, Lagos

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## Schedule of 2017 Activities

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- Yoledepe Primary School, Yola, Adamawa
- Nyibango Primary School, Yola, Adamawa
- LGEA Primary School, Rido, Kaduna
- Dele Ajomale Primary School, Ilasa, Lagos

## Infrastructure Development

- Construction of 1 block of 3 classrooms, renovation of 1 block of 3 classrooms, and 3 units of child-friendly toilets at Central Primary School Gamawa, Bauchi
- Renovation of 1 block of 3 classrooms at Central Primary School, Liman Katagum, Bauchi
- Construction of 3 units of child friendly toilets at Sabon Kaura Primary School, Bauchi
- Construction of 1 block of 3 classrooms and wash bay at Maitunbi Primary School, Minna, Niger
- Construction of 2 blocks of 6 classrooms, 3 units of child-friendly toilets, and 1 motorized borehole kitted with power generating sets, water storage facilities at Yoledepe Primary School, Yola, Adamawa
- Construction of 1 block of 3 classrooms, and 3 units of child friendly toilets at Nyibango Primary School, Yola, Adamawa
- Construction of 1 motorized borehole kitted with power generating sets, water storage facilities at Sangere Primary School, Gini, Adamawa
- Construction of 1 block of 3 classrooms, 3 units of child friendly toilets, and 1 motorized borehole kitted with power generating sets, water storage facilities at Low Cost Primary School, Jalingo, Taraba
- Construction of 1 motorized borehole kitted with power generating sets, water storage facilities at Wuro-Sembe Primary School, Jalingo, Taraba
- Construction of 1 motorized borehole kitted with power generating sets, water storage facilities at Female Model Primary School, Jalingo, Taraba
- Renovation of 1 block 9 classrooms, construction of 3 units of child-friendly toilets, and provision of 1 motorized borehole kitted with power generating sets, water storage facilities, and Wash bay at Ansaru Islam Nursery & Primary School, Oke-Aluko, Kwara
- Construction of 1 block of 3 classrooms and 6 units of child-friendly toilets at Baptist LGEA School, Okuta, Kwara
- Construction of 6 units of child-friendly toilets at Gidado Primary School, Katsina
- Construction of school perimeter fence, renovation of 1 block of 3 classrooms, 3 units of child-friendly toilets and 1 hand pump borehole at Daurama Nursery & Primary School, Katsina
- Renovation of 1 block of 2 classrooms, Construction of 3 units of child-friendly toilets, and 1 hand pump borehole at Ahmad Danbarbar Primary School, Sokoto
- Construction of 1 block of 3 classrooms, renovation of 1 block of 3 classrooms, provision of 1 motorized borehole kitted with power generating sets, water storage facilities & Wash bay in Mabera Magaji Primary School, Sokoto
- Renovation of 1 block of 3 classrooms, 3 units of child friendly toilets and Wash bay at Ibrahim Guzau Islamiyya School, Sokoto.
- Construction of 1 block of 3 classrooms, 3 units of child friendly toilets at Salihu Anka Primary School, Sokoto
- Construction of 1 block of 3 classrooms, renovation of 1 block of 2 classrooms, and provision of Wash bay at Our Lady of Fatima Primary School, Jos, Plateau
- Construction of 3 units of child friendly toilets, 1 motorized borehole kitted with power generating sets, water storage facilities and wash bay at LEA Primary School, Babale, Plateau
Furniture
- Provision of 1,960 units of twin desks for students and 144 units of teachers’ desks in 22 Schools

Capacity Building
- 774 teachers trained (693 classroom teachers in key subject competence and modern pedagogy, 43 School Administrators in leadership and management, and 38 ICT Teachers)
- 245 LGEA School Support and Principal Quality Assurance (EMIS) Officers trained to provide school improvement support
- 496 SBMC members trained to support effective school management and governance
- Over 4,000 learning and instructional materials distributed across 48 schools

Special Projects
- Scholarship award for 5 indigenous pupils of Ogun State to Nobel house College
- Scholarship grant to 4 university beneficiaries on the Ebola Education Trust Fund
- Donation of Back-to-School materials to 1,580 IDP children in Adamawa and Bauchi to support their re-integration into formal school
- Donation of exercise books to Isi-Odo Primary School, Gbagada, Lagos, Ogo-Oluwa Primary School, Gbagada, Lagos, Temidire Primary School, Gbagada, Lagos, Archbishop Taylor Memorial Primary School, Victoria Island, Lagos, and Hawu’u Memorial International School, Kaduna
- Donation of exercise books and fez caps (in commemoration of Day of the Girl Child) to students of Senior Girls Academy, Lafiaji, Lagos Island.
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**GR 103: Management Approach**
Disclosure 103-1 |  | Pages 26-29

**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:  
   i. Direct economic value generated: revenues  
   ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments;  
   iii. Economic value retained: ‘direct economic value generated’ less ‘economic value distributed’.  
   b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.  
   Disclosure 201-3 | a. If the plan’s liabilities are met by the organization’s general resources, the estimated value of those liabilities.  
   b. If a separate fund exists to pay the plan’s pension liabilities:  
      i. The extent to which the scheme’s liabilities are estimated to be covered by the assets that have been set aside to meet them;  
      ii. The basis on which that estimate has been arrived at;  
      iii. When the estimate was made.  
   c. If a fund set up to pay the plan’s pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timetable, if any, by which the employer hopes to achieve full coverage. | Page 60
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**GRI 202: Market Presence**
Management Approach
Disclosure 202-1 | a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage.  
   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.  
   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.  
   d. The definition used for ‘significant locations of operation.’ | Page 58-59
--- |  | Page 58-59
--- |  | Page 58-59
--- |  | Page 8-9

**GRI 203: Indirect Economic Impacts**
Management Approach
Disclosure 203-1 | 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.  
   c. Whether these investments and services are commercial, in-kind or pro bono engagements.  
   Disclosure 203-2 | a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts.  
   b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas. | Pages 19-23, Pages 42-45, pages 46-56
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GRI 303: WATER AND EFFLUENTS | Management Approach | Page 63
| Disclosure 303-1 | a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g., impacts caused by runoff). | Oando 2016 Sustainability Report Pages 41, 51
| | b. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts. | Page 61
| Disclosure 303-3 | a. Total volume of water recycled and reused by the organization. | Page 63

**GRI Standard** | **Disclosure** | **Page number(s) and/or URL(s)**
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GRI 304: BIODIVERSITY | Management Approach | Oando 2016 Sustainability Report Page 41
| Disclosures 304-1 | a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information: | Oando 2016 Sustainability Report Pages 40, 41
| | a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following: | Oando 2016 Sustainability Report Pages 40, 41
| | 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. | Oando 2016 Sustainability Report Pages 40, 41
| | b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has oversaw and implemented restoration or protection measures. | Oando 2016 Sustainability Report Pages 40, 41

**GRI Standard** | **Disclosure** | **Page number(s) and/or URL(s)**
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GRI 305: EMISSIONS | Management Approach | Page 62
| Disclosure 305-5 | Reduction of GHG emissions | Pages 62 & 63

**GRI Standard** | **Disclosure** | **Page number(s) and/or URL(s)**
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GRI 306: EFFLUENTS AND WASTE | Management Approach | Page 14
| Disclosure 306-2 | Water waste by type and disposal method | Page 41

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| Disclosure 307-1 | Non-compliance with environmental laws and regulations | Page 37
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In preparing this report, we have focused on including the particular type of information which we believe would interest our stakeholders. However we are open to receiving any feedback in the form of questions, comments or where clarification is required regarding any section of this report, please contact the following:

Ayotola Jagun  
Chief Compliance Officer and Company Secretary  
aajagun@oandoplc.com

or

Alero Balogun  
Head of Corporate Communications  
albalogun@oandoplc.com