



# THE PIONEER

THE MAGAZINE OF QATARGAS OPERATING COMPANY LIMITED

QATARGAS LAUNCHES WORLD-CLASS

## MAINTENANCE MANAGEMENT SYSTEM

When it comes to implementing cutting edge solutions and practices, Qatargas continues to strengthen its position as a global leader

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## 20 MILLION MAN-HOURS WITHOUT LTI ON LAFFAN REFINERY

Qatargas achieved another remarkable milestone in safety performance when its Laffan Refinery project completed

› 12

## TEN NEW LNG VESSELS NAMED IN KOREA

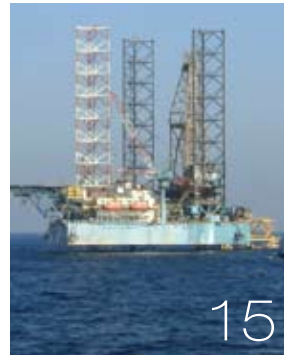
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# People – our most valued and vital asset

'People' are one of our four business pillars, along with innovation, operating excellence and corporate citizenship. People are the heart of our business and our most valued and vital asset.

The new direction statement we adopted last year places prime importance on people and the way we manage this vital asset. We believe that people should be treated with respect, as individuals with opinions to share and contributions to make.

The Employee Survey that was undertaken towards the end of last year was intended to give our workforce the opportunity to provide feedback about their work experiences and gauge the overall level of employee satisfaction. The high level of participation was very encouraging. The survey was conceived as a baseline mechanism to help management learn about your thoughts and feelings regarding various aspects of working with Qatargas and identify areas of possible improvement.

Earlier this year, I shared with you, the key findings from the survey. I was extremely pleased to learn that most of you are aligned with our direction statement and have a clear sense of what the Company's vision means and how we intend to realize that vision.

We consider safety as a core value in Qatargas and the results of the survey revealed that most of our employees feel the Company has been successful at creating an Incident and Injury free workplace. A high percentage of employees agreed that we conduct our business with integrity and in an ethical manner.

Most of you were also satisfied with the Company's image in the markets in which we operate and with our internal communication. I was also deeply satisfied to know that like me, 92% of you are confident that Qatargas will be successful in future.

However, the survey results also highlighted areas where people felt improvement was required. Many of the concerns that were expressed relate to the way we manage 'people' issues. We have formed the Management Leadership Team Council on People to address these issues. The council will review and prioritize actions prompted by the survey and develop action plans to ensure that Qatargas employees have a positive experience of working with Qatargas, throughout their career

with the Company. I am leading the council and am personally committed to ensuring that we build on the strengths that have been identified and address the concerns raised.

2008 was a very important year for Qatargas. We made huge strides in our expansion projects and celebrated many significant milestones. Great achievements were made on all fronts – onshore, offshore, shipping and receiving terminals. 2009 will be even more exciting and challenging.

I would like to thank and congratulate all of you on the numerous achievements we made last year and urge all of you to continue with the same commitment and determination. The months ahead are crucial in our journey towards realizing our vision – to be the world's premier LNG Company. ■

**FAISAL M. AL-SUWAIDI**  
Chairman and Chief Executive Officer

## SCORECARD 2009

### PRODUCTION STATISTICS

JANUARY 2009	BUDGET	ACTUAL	CUM. BUDGET	CUM. ACTUAL
Net LNG Production (TBTU)	44580	22868	44580	22868
Field Condensate Production (KBBIs)	1620	839	1620	839

### QATARGAS MONTHLY SAFETY STATISTICS REPORT

Monthly data (January 2009)	QATARGAS		CONTRACTORS	
	Current month	"Year to Date"	Current month	"Year to Date"
Number of Lost Time Accidents (LTA)	0	0	0	0
Days lost due to LTA	0	0	0	0
Hours worked this month	211,200		124,800	
Hours worked this year	211,200		124,800	
Hours worked this year (QG & Contractor combined)	<b>336,000</b>			

### SUMMARY OVERVIEW

	QATARGAS	CONTRACTORS
Date of last LTA	01-Jul-02	26-Apr-03
Days worked since last LTA	2,406	2,107
Personnel hours worked since last Lost Time Injury (LTI)	15,062,024	9,391,185
Hours worked since last LTI (04-26-03)	<b>22,449,556</b>	

You can contribute to



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# THE IIF FACILITATORS A COMPREHENSIVE APPROACH TO SAFETY

Almost a year ago, the Qatargas 3 & 4 IIF Leadership Team looked at how to take IIF to the next level in the work place for the workers, the supervisors and the management. Although each and every worker on the site had attended the IIF orientation session, the team felt that the championing of IIF in the field wasn't where it needed to be.

It was therefore decided that an effective way to achieve this was to have a team of different nationalities, who were experienced engineers in the various disciplines on site, assigned with the task of delivering the IIF message so that everyone understood what IIF means to this project, to Qatargas and to them as individuals.

The role also required Middle East experience and a basic knowledge of how a project of this magnitude worked, in addition to the ability to communicate with people, to listen and to raise awareness. After three months of screening through resumes and detailed interviews, a team of IIF Field Facilitators was formed.

The team then underwent rigorous training that consisted of learning about Qatargas, about Qatargas 3 & 4 and most importantly learning about the key distinctions of IIF. The training program that was delivered by JMJ and included learning IIF skills as a session leader, learning to train others and how to take the IIF conversations onto site to make a lasting impact. Although the members of the team are from countries with different cultures and backgrounds, the training helped to quickly unify them as a team and now

with all the experience they have had together they are true IIF champions.

The group was then split into teams and assigned to different contractors based on nationalities and languages. For example, the workers in an Arabic company would be largely Arabic and Hindi speakers and so an Arabic and a Hindi speaker would be teamed together to work with them.

After completing the "train the trainer" program, they were asked to deliver the IIF orientation to a group of people to get a perspective of how they would feel delivering to a group of people. After delivering about 20 – 30 sessions, they were asked to observe and evaluate volunteer IIF session leaders (from the work force). The facilitators are responsible for assessing their levels and supporting them to move up to higher levels until they are certified as session leaders.

Another important aspect of the facilitators' job is delivering the Task Instructions module. The most important thing for the workers each day is for their supervisors or charge hands or engineers to discuss with them how they are going to do a specific task that day and how to manage the risks.

"We felt that the workers were not being given the required information in the required manner. Therefore, we put together a task instruction module that teaches the supervisors the when, what, how and where for effective Task Instruction conversation with the workforce." says Shaun Hughes, IIF Coordinator, Qatargas 3 & 4 project.

The module consists of one hour classroom learning and two hours in the field working with a group of supervisors, charge hands and engineers

on how to deliver the message to their work force and outlines their duties, risks involved as well as the mitigations in place.

Separate modules were developed for the various disciplines and were delivered separately to the different language groups by the facilitators. "We developed the pilot module for piping. The modules for all the other disciplines were developed by the facilitators themselves, with very little help from us. So, they have actually developed and delivered these modules and are still delivering them." says Shaun.

"The sub contractors who were only used to tool box talks were skeptical of this new approach in the beginning. But now, over 4000 supervisors/charge hands have undergone these sessions and we have requests from contractors to deliver more." Shaun adds.

"When we started the program in June last year, there was one contractor who had a particularly bad incident rate that was way above everyone else. Within just three months, their performance showed remarkable improvement.

The strategy of involving management together with the workers, challenging them and offering rewards has reduced the incident rate considerably." says Shaun.



The team has already delivered scaffolding, rigging, lifting, structural steel, electrical and instrumentation and will soon deliver civil and protective coating. The IIF orientation and Task Instructions Training has also been provided to supervisors, charge hands and engineers on the Berth 6 project as one of the team's initiatives to assist other projects with safety and welfare aspects.

The domain of the IIF Facilitators extends beyond the work site to the workers accommodation as well. They visit the accomodation sites twice or three times a week to assess if there are any issues affecting the workers that need to be addressed and offer their assistance to camp bosses as necessary.

In addition to the IIF Facilitators, the team also consists of two Welfare Support Officers, who in addition to basic qualifications in psychology also have experience in contractor lifestyle and multi-cultural diversity. The role of the welfare officers is to address any mental and psychological issues affecting the workers and assist them in dealing with them.

"With a project of this size where you have 23,000 workers on site, they tend not to talk to their management and are generally in awe of their employers. However, they are more comfortable talking to the IIF Facilitators," says Shaun.



Many of the new workers have never been out of their home country and experience cultural shock when they first arrive. The working and living conditions and even the landscape are entirely different from what they have been used to. The welfare officers who are themselves expatriates are able to relate with this situation and offer advice during their transition. Many of the workers at all levels cannot read well and the officers help them with reading letters and understanding contracts etc.

The Qatargas 3&4 IIF Team also looked at the

workers' living conditions. The project provided two cinemas to each of the three accommodation sites with 300 DVDs for each. An IIF sports league was launched with 1200 participants. The league is held three times a year. The awards, medals, gifts and equipment are all provided by the project. These activities are coordinated by the Events Coordinator. This is to provide people with an opportunity to do something in their spare time and put programs to challenge them in different ways after their site work.

The project has set up internet cafes in the



worker accomodation with 200 computers where people can surf the net, talk to families and have access to educational material.

Another initiative as part of the IIF program is STAR – Supervisor Teamwork Assessment Review. This is a program involving the contractors on the project was copied from a similar scheme being run by QG3&4 in the Topsides construction yard Jebel Ali and is run in Ras Laffan by the IIF Facilitators. It is a monthly competition where IIF Facilitators visit several contractor teams in a specific area and










evaluate their performance based on certain criteria like safety compliance, house keeping etc. This is done with the cooperation of the contractor's management. The IIF Facilitators together with CTJV and contractor representative go out as a team and inspect various areas of the contractor's work scope and they have a scoring system, which determines who is the STAR of the month. The winner (the supervisor and the workers) receives gifts and a certificate.

"When we started the program in June last year,

there was one contractor who had a particularly bad incident rate that was way above everyone else. Within just three months, their performance showed remarkable improvement. The strategy of involving the management together with the workers, challenging them and offering rewards has reduced the incident rate considerably," says Shaun.

In 2008, the IIF Leadership Team looked at ways of extending the role of the facilitators beyond the work site and the worker accommodation and into the local community. The project purchased four seat belt convincers and kicked off a campaign to put 23,000 of the work force through the convincer to show them why wearing a seat belt was so important. The program is still being run. Every new person takes a ride on the convincer and we are also doing refreshers.

The team then decided to take the convincer outside the site to schools, colleges and shopping malls in Doha where students and the general public were invited to try it. The IIF Facilitators managed those campaigns voluntarily, in their spare time. Shaun is full praise for the team and says "We are planning more such 'road-shows'. This speaks a lot about the team's commitment to take IIF beyond our perimeters and spread the message of safety in the community." ■

								
<b>MELWYN DIAS</b>	<b>ANTONIO TUGADE</b>	<b>DJAMEL BIN ALI</b>	<b>SHAHIN MURTAZA</b>	<b>ERNESTO NICOLAS JR.</b>	<b>SANDEEP BHATIA</b>	<b>OSCAR SABAYBAY</b>	<b>SHANKAR ANBAZHAGAN</b>	<b>EDUARDO ELMIDO</b>
"Our job is to help the project in translating the four hour IIF orientation into practical applications on site and making sure we walk the talk. In the end, it is the personal choices that we make which affect our safety and the safety of those around us"	"It is very important to earn the trust of the workers and assure them that their safety and well being are important for us. Changing the colour of our coveralls from orange produced very positive results. The workers now feel more comfortable talking to us and open up more."	"Before joining this project I had worked as a Pipeline Engineer in Algeria. IIF was a totally new concept for me. In my earlier job, our only focus was on construction, but now, I realize safety comes before anything else."	"What we are trying to achieve here is to have everybody go home safely, every day. Being safe is not something one owes to oneself only, but also to his family. I try to stress on this point whenever I talk to someone about an unsafe act, and this makes it easier to get the message across."	"Almost a year ago, I was involved in a serious vehicle accident in which my car had become a total wreck. However I escaped unscathed from this horrifying crash because I was wearing my seatbelt. This incident reinforced my belief that safety should be a way of life rather than rules to follow at a construction site."	"Appreciating and recognizing good safety practices and behaviour is just as important as correcting an unsafe act. Getting the desired results depends a lot on the way you approach people. In the long term, a friendly and caring approach always works better than a "big boss" or "policeman" approach."	"We are constantly looking for ways to improve the welfare of the workers. Providing newspapers in different languages, movies, audio visual equipment, library, gym and other amenities are part of our endeavor to improve their well being and provide opportunities for relaxation and recreation. The project management is very supportive of our initiatives"	"From my experience in the construction industry, I know how people tend to take short cuts in order to get the job done quickly. However people often don't realize the danger they are putting themselves and their colleagues in. I always try to explain the consequences of unsafe acts and ask people to think about their families and make wise and conscious decisions instead of leaving things to chance."	"My role as a Welfare Support Officer is to assist the workers in dealing with their mental and psychological problems. Being so far away from their families, home sickness is the most common among these problems. There is also the job related stress, language barriers, cultural differences and other forms of spiritual, moral, psychological or relationship issues. If they have someone who is willing to listen to them, they mostly come out of it. The most important thing is to get them to talk to you and for that we have to first establish trust, without which they will not confide in you."



# QATARGAS EMPLOYEES SUCCESSFULLY COMPLETE OIL AND GAS COURSE

Five Qatargas employees were awarded certificates after successfully completing a course conducted by General Electric Oil & Gas. The course entitled "Oil and Gas Technologies" is offered as part of General Electric's Oil & Gas University and was delivered in Doha from January 11 to February 22. The certificates were presented during a ceremony held at Al Sharq Hotel in Doha on February 22.

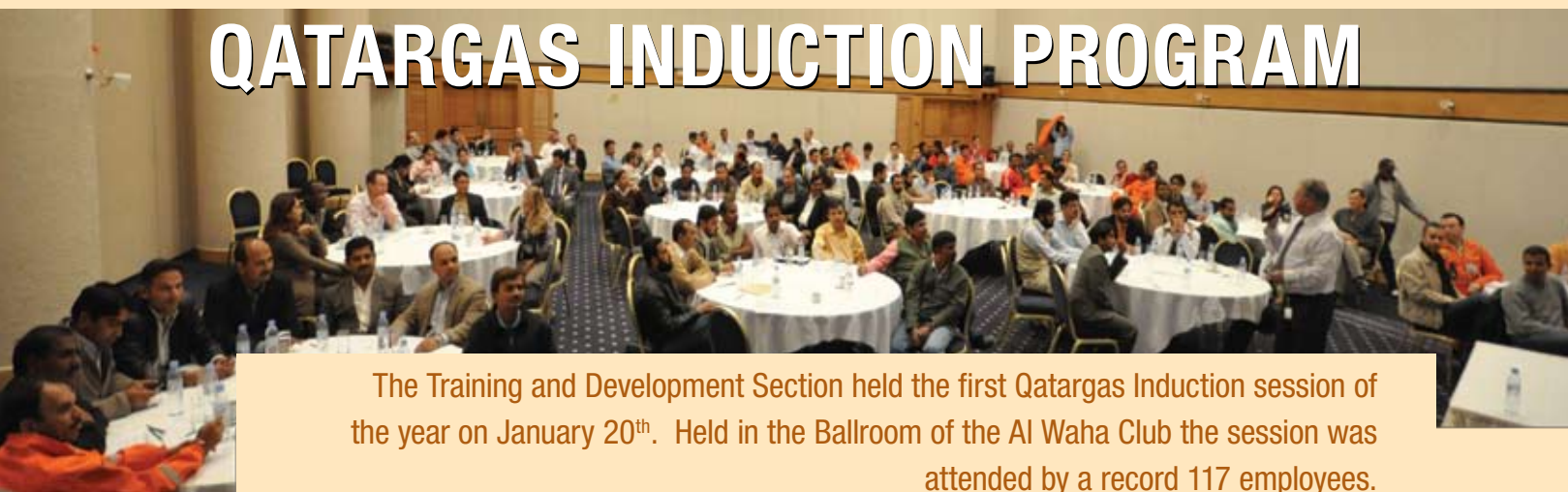
Mr. Abdulaziz Al-Mannai, Qatargas Acting Human Resources Manager said, "I would like to congratulate the candidates who have successfully completed this course. I am sure they will benefit greatly from the knowledge they have acquired through this program. This and other similar courses are an integral part of the development process for national employees in Qatargas."



Qatargas places a lot of emphasis on the development of national talent, ensuring that a solid foundation of business skills is built over the first few years in the workforce. Such critical skills development lays a solid foundation for growth in the business world and ensures that each graduate

has the opportunity to grow and develop within the Qatargas family. The successful Qatargas candidates are: Menahi Al-Ddosari and Sadiq Al-Othni - both from Plant Operations, Ahmed Al-Ansari - Maintenance, Mohammed Al-Khayaren - Engineering and Ali Sowailah. - SEQ. ■

## QATARGAS INDUCTION PROGRAM



The Training and Development Section held the first Qatargas Induction session of the year on January 20<sup>th</sup>. Held in the Ballroom of the Al Waha Club the session was attended by a record 117 employees.

### TOPICS DISCUSSED INCLUDED:

- Qatargas History & Milestones
- Qatargas Direction Statement
- Qatargas Organization
- Objective Cascade Process
- Qatargas OPCO
- e-Learning
- Intranet
- Personal Information
- QG Ethics Policy
- QG Dress Code
- Medical Treatment

- General Information
- Security

Participants were encouraged to ask questions throughout the day and valuable information was provided.

The Induction program is a mandatory requirement for all new employees joining Qatargas. "It is essential that new employees attend these events to ensure they have a comfortable and effective introduction to their careers in Qatargas." says Norman Galloway, Head of Training and Development.

Sessions are held on the third Tuesday of each month. New employees are contacted by Malcolm Pereira, Sr. HR Information Systems Assistant who gives them the time and venue of their scheduled session.

Norman Galloway hosted the induction session. Dane Lambert, HR Support Coordinator; Assad Salem, Training Supervisor (ESU) and Don Birch, eLearning Specialist joined him to assist in presenting various parts of the program. ■

## A DAY IN THE LIFE OF MICHELLE MCFARLANE

In this issue, 'The Pioneer' meets up with Michelle McFarlane Atkinson, who is a Rotating Equipment Engineer with the Qatargas 3&4 JADT Construction Team in Ras Laffan.



Michelle, who hails from Jamaica has been with the project since 2006 during the engineering phase in Japan as a secondee from the Shell group.

At the end of 2007 she was transferred to the Construction team in Ras Laffan.

She has been employed by Shell International group for over 10 years, with jobs in the industry in both Operations and Corporate consultancy roles in the Netherlands. Prior to Shell she worked with the Jamaica Public Service Company in the Power Generation Division in Plant Operations & Maintenance.

Michelle has a Masters Degree in Aerospace Engineering from the University of Manchester in addition to a Postgraduate Diploma in Environmental Management from the University of London. She is also a Chartered Engineer with the Institute of Mechanical Engineers.

After arriving at work at seven in the morning, Michelle's day begins with checking e-mails and having discussions with the Engineers and Inspectors on the top concerns and engineering issues being worked on. Elaborating on her day to day tasks, she says; "I tend to visit the site for the morning choosing one of our Process Trains (6 or 7), SRU, Utilities or Inlet Receiving areas. There are about 400 pieces of rotating equipment units in our project. It is a large area to cover, and one needs to have a good idea of where to go. At times I join the inspectors for their activities especially for

large or critical equipment, be it either positioning of a skid or alignment of shafts or internal inspection of a unit or ducting. This can mean getting into some pretty confined spaces - so I know that I am not claustrophobic."

"Most of my visits are about confirming that a design or engineering issue is being executed correctly or it can be general equipment surveillance and monitoring site activities. Being on site gives me the opportunity to meet with Contractor/sub-contractor and equipment vendors to discuss items directly - far better communication and maintains the working relationships. My work area overlaps with the other engineering disciplines within our project and therefore we keep each other informed of what is happening on site and subsequent impact - piping/civil works / instrumentation / electrical activities."

"Construction is busy with heavy equipment, thousands of people around and working at heights. Personal safety is paramount but also looking out for others and stopping unsafe acts. I call the site my free gym and having compressors and turbines high on platforms increases the exercise level. However, a great view is when I visit the top main pipe rack or the main overhead cranes and see the extent the QG3&4 project and the Ras Laffan site. Afternoons can be spent in the office whether it is reviewing engineering documents / procedures, feedback to our team and project leadership or holding direct meetings with colleagues or my Contractor counterparts, or maybe back to site! Oh yes I have had lunch with a few of

my colleagues which brings a welcome break during the day. It's off home to Doha at 4pm - end of a long day!"

Michelle identifies two areas as the most interesting aspects of her job. "The opportunity of meeting people of so many nationalities, with the range of diversity in personalities and cultures but also noting the similarities among all of us is quite unique. Equally interesting is working on such a challenging mega LNG project - the extent, size and technology of the equipment are tremendously fascinating for an engineer."; she says.

When we asked her what she sees as the biggest challenge in her job, she said; "knowing that the current decisions/positions are in the interest of long term operation of the equipment and plant and working and communicating with all parties to achieve this."

Michelle is married with one son and her family is with her in Qatar. Her husband is also an engineer. Finally we asked her how she liked to spend her spare time, to which she replied; "What spare time? Seriously, my spare time is about family and friends. Here in Qatar we also enjoy going off road to various areas. I enjoy watching sports where athletics and tennis are my favorite events - after all the Jamaican population at least doubles for the Qatar IAAF Super Grand prix!" ■



QATARGAS CHIEF EXECUTIVE OFFICER MR. FAISAL AL-SUWAIDI  
**LED THE MANAGEMENT LEADERSHIP TEAM**  
 ON A VISIT TO NORTH FIELD BRAVO ON 1ST FEBRUARY




Akram Yousef, Offshore Installation Manager received the group. The purpose of the visit was to hold the annual town hall meeting with the offshore team. The CEO and his team briefed the personnel regarding the Company's achievements

in 2008, current status of the various expansion projects and future plans. The offshore personnel also got the opportunity to raise their concerns and seek clarification from the management on several issues.

The visit ended with a tour of the facilities on North Field Bravo, led by Abdulla Khalid Idris, Offshore Operations Manager.



# 20 MILLION MAN-HOURS WITHOUT LTI ON LAFFAN REFINERY



Qatargas achieved another remarkable milestone in safety performance when its Laffan Refinery project completed 20 million man-hours without a Lost Time Incident (LTI) in January. GS-Daewoo of Korea is the prime contractor consortium for the project that began construction in late 2005.





# AL KHOR MOVES ON TO NEW CHALLENGES

Commenting on this achievement, Mr. Salman Ashkanani, Venture Manager - Refinery said; "Qatargas and its Shareholders are extremely proud of this remarkable achievement. We extend our appreciation to GS-Daewoo for their hard work and commitment over the past several months to achieve this milestone."

"Since the start of the Laffan Refinery Project, the GS-Daewoo Consortium has worked over 27 million man-hours with only one LTI. This performance has been achieved through the hard work and dedication of the contractor consortium and the Laffan Refinery Project Management and Expansion Start-Up Teams. We encourage the entire workforce to continue this good effort. Qatargas is committed to an Incident and Injury Free (IIF) workplace, and this milestone is strong evidence that such a goal can be achieved."

The Laffan Refinery is expected to be operational by the middle of this year and will produce mixed liquefied petroleum gas (LPG), Naphtha, Kerojet (A-1) and gas oil. The shareholders in Laffan Refinery are Qatar Petroleum, ExxonMobil, Total, Idemitsu, Cosmo Oil, Mitsui and Marubeni. ■



Mr. Heo, Laffan Refinery Site Manager (Daewoo), Mr. Brian Boles, Laffan Refinery Project Manager (Qatargas), Mr. Toufik Benmosbah, Chief Safety, Environmental & Quality Officer (Qatargas), Mr. Salman Ashkanani, Venture Manager - Refinery (Qatargas), Mr. S.H. Kim, Laffan Refinery Project Director (GS)

The Al Khor rig is moving on from Well Head Platform 7 (WHP-7) after 20 months of successful and safe drilling. The rig is now to undertake perforation and stimulation activities on another of Qatargas 3&4's platforms.

The Al Khor, owned and operated by Gulf Drilling International (GDI), has safely completed drilling nine of the 10 top hole sections at Platform 7, to an average depth of 10,000 feet. It has also completed two reservoir sections.

The rig arrived in the North Field and spudded its' first well on May 8, 2007. It was a brand new fifth generation jack-up with modern electronic control systems. New crews learned new skills, new equipment was started up and the QG3&4 safety programmes were rolled out on the rig. The IIF culture and STOP card programme enabled the rig to complete 752,300 man hours without a Recordable Incident. To put that into perspective, it represents one man working for 83 years, a lifetime of work. There was a record of 94% "perfect days", at which not a single incident or near miss happened alone, 421,032 man hours

of work resulted in only five first aid cases. There were 13,989 STOP cards issued on the Al Khor, and in 2008, 540 people participated in the programme.

Throughout its operations, the Al Khor crew has demonstrated great teamwork and genuine care for each other. The safety culture of Al Khor is echoed in the words of Ken Marnoch, Upstream Manager: "The crew handled all operations on the rig safely, and the team always looked for ways to have Everyone Go Home Safe. This was everything to the detailed planning for high risk activities through to safety signs in three or four languages to ensure clear understanding for everyone on the multicultural crew. Safety performance like this on a new rig operating in a challenging drilling environment where everyone is learning is something that QG3&4 and GDI are very proud of."

The Al Khor was situated in one of the most complex geological settings in the North Field and during its campaign the Al Khor encountered some very challenging drilling operations. However, as Geologist Joe Moser puts it, "We experienced

some really good leadership on the rig. Some of the drilling issues that we faced could have been catastrophic. Yet, the crew performed very well in stressful situations and dealt with some of the most difficult drilling conditions ever experienced in the North Field. The experience on WHP-7 pioneered the way for how to deal with similar issues on other platforms."

Apart from safely delivering its work programme, the Al Khor rig also offered excellent support to its sister rigs on the project. Lead Geologist Phil Lawry said: "When the Noble Kenneth Delaney rig was facing issues with drilling fluid, it was the Al Khor that supported by mixing mud and providing drilling fluid to the rig."

Ken added, "The Qatargas 3&4 project wishes to extend our thanks and gratitude to the Al Khor for the completion of its work programme on WHP-7. We are confident that the experiences encountered during the Al Khor's first ever assignment has helped build a strong foundation for continuing success with the QG3&4 Project." ■





## TEN NEW LNG VESSELS NAMED IN KOREA

Ten more of the world's largest LNG carriers were named by Nakilat and Qatargas at three separate ceremonies held in South Korea's biggest shipyards in February.

During the first ceremony held on 6th February at Hyundai Heavy Industries Co., Ltd. shipyard in Ulsan, three Q-Flex vessels were named. The first ship "Al Rekayyat" was named by Mrs. Asma Ali Al-Khulaifi, spouse of Mr. Ahmed Al-Khulaifi, Chief Operating Officer – Commercial and Shipping Group, Qatargas. The second vessel, "Al Kharaitiyat" was named by Mrs. Lucy Rowland, spouse of Mr. Martin Rowland, Director, Joint Ventures, Nakilat, while the third ship "Mesaimmer" was officially named by Ms. Kathryn C. Turner, member of the Board of Directors of ConocoPhillips.

The second ceremony took place on February 9th at Samsung Heavy Industries Co., Ltd. shipyard on Geoje Island where four LNG carriers, one Q-Flex and three Q-Max ships were named. LNG Carrier "Mekaines" was named by Mrs. Maryam Al-Suwaidi, spouse

of Mr. Faisal Al-Suwaidi, Chief Executive Officer, Qatargas, while Mr. Faisal Al-Suwaidi named "Al Ghashamiya".

The third vessel, "Al Mayeda" was named by Sheikha Noof Bint Mohammad Al-Thani, spouse of Sheikh Ahmed Al-Thani, Chief Operating Officer – Engineering and Ventures Group, Qatargas and the fourth vessel, "Al Mafyar" was named by Mrs. Patricia Watson Copeland, spouse of Mr. James E. Copeland, member of the Board of Directors of ConocoPhillips. "Al Mayeda", "Mekaines" and "Al Mafyar" are Q-Max ships and "Al Ghashamiya" is a Q-Flex.

The third and final ceremony took place on February 11th at Daewoo Shipbuilding & Marine Engineering Co., Ltd. shipyard also on Geoje Island where three more Q-Flex's were named. The first ship "Al Sheehaniya" was named by Mrs. Fiona J. Johnston, spouse of





Mr. Muhammad Ghannam, Mr. Jing-Wan Kim, Vice Chairman and CEO of SHI and Mr. Faisal Al-Suwaidi

Kerr Johnston, Chief Operating Officer, Qatargas 3 Venture. The second vessel "Al Sadd" was named by Mrs. Ouassila Belmahdi, spouse of Mr. Taieb Belmahdi, LNG Expert, Office of H.E. the Deputy Premier and Minister of Energy & Industry, Qatar Petroleum and the third, "Onaiza" was named by Mrs. Deborah Abujbara spouse of Mr. Alaa Abujbara, Marketing Director, Qatargas.

Mr. Faisal Al-Suwaidi, Chief Executive Officer, Qatargas said; "These ships will transport LNG from Qatargas 3 Train 6 to our customers. There is an increasing global demand for cleaner sources of energy and Qatar LNG will bring the benefits of energy diversity to our customers. The Q-Max vessels are the largest in the world and this scale advantage allows Qatargas to supply and compete in new markets world-wide."

He continued by saying, "We would like to thank each of the shipyards, our Qatargas teams and everyone involved for their outstanding efforts in maintaining the delivery schedule of these ships while keeping safety a continuous priority."

Mr. Muhammad Ghannam, Managing Director, Nakilat said; "During the next year and a half, all of our 25 wholly-owned new LNG ships, 14 Q-Max and 11 Q-Flex, will be fully operational. These twenty-five vessels, along with our 29 jointly-owned ships are part of our 54 vessel fleet built by the Korean shipyards. Thirty-two of these LNG carriers will be dedicated to Qatargas." ■



# QATARGAS FIREWALL UPDATE

Starting with this issue, 'The Pioneer' will feature regular articles regarding the Firewall initiative. **This is a very important initiative, which supports our Corporate Objectives and ensures that we operate in full compliance with applicable anti-trust and competition laws.**

The purpose of these articles is to provide Qatargas employees with the latest news and updates on the Qatargas Firewall to help those departments, which handle commercially and competitively sensitive information (CCSI) to comply effectively with the policies and rules.

## SharePoint

SharePoint is a Microsoft application which all departments have access to, and which enables users to easily store, find, process and share their files, using a centrally managed repository with consistent categorization.

It also enables users to create version and approval controls, and to restrict access to important data. A recent update to the Firewall Compliance Handling and Labeling Policies and Procedures now requires CCSI handling departments to store, as far as possible, their electronic CCSI on their departmental Share Point sites in folders categorized as "CCSI."

**Tip:** Go through the electronic data you hold on your laptop or PC, and transfer as much as possible to your department's SharePoint site. Your department's Share Point "super-user" can help you to make sure that the data which is CCSI is filed in the right Share Point CCSI folders.

## Encrypting CCSI

Data encryption is a process of "scrambling" stored or transmitted information so that it is unintelligible until it is "unscrambled" by the intended recipient or user.

This means that any data stored on encrypted folders cannot be read or hacked into, should a laptop be lost or stolen.

An encrypted laptop data folder "D:\CCSI Folder" can be provided on request from the IT Department.

CCSI users who have CCSI on their laptops must move the data to encrypted folders. IT should be requested to install the encrypted folder where necessary.

**Tip:** It's important to make sure that only CCSI which is currently being worked on, or which is necessary for operational reasons, is held on your laptops. Otherwise it should be moved to Share Point.

## Legislative Update

We will provide you on a regular basis, with details of emerging and current issues and news from the major geographical markets where Qatargas operates, relating to the operation of competition and anti-trust law in those markets. From the cases below you can see that compliance with our Firewall regime should be a key priority because companies can and do find themselves under investigation by the regulators because of anti-competitive behavior

The items below concern a recent case brought by the European Union in respect of a cartel, and news in respect of OPEC – the world-wide association of oil and petroleum producing countries.

**Heavy Fines in Marine Hose Cartel:** On 28 January 2009, the European Commission announced that it has fined five companies a total of EUR131 million for participation in **an illegal market-sharing cartel** in the marine hose industry. A member of the cartel, Yokohama was not fined because it revealed the existence of the cartel to the Commission. The cartel members were found guilty of fixing prices, allocating markets and bids, and **exchanging commercially sensitive information.** The Competition Commissioner commented: **"I will not tolerate illegal cartels and will continue to impose heavy fines on those companies found guilty of this kind of serious malpractice."**

**OPEC ruling:** A US court has dismissed an anti-trust claim made against three oil companies for participation in and support of OPEC (the companies were CITGO, Lukoil and the Saudi state oil company). The court ruled that it lacked jurisdiction to hear the case, as it would infringe the US "Act of State" and "Political Question" doctrines, which seek to prevent more than one branch of government from making decisions that affect a specific foreign policy.

## IT Update

Microsoft's **Rights Management System (RMS)**, is a new solution to be rolled out in early March 2009, and which will: protect CCSI during its transmission and storage; prevent CCSI documents from being viewed, copied, printed or emailed based on a number of parameters set by the document owners; and replace the need for email encryption since any RMS protected email will be encrypted. RMS supports & integrates with all MS Office Applications.

## Move to Al Jazeera Towers, Doha

Do you have concerns about how you will keep your CCSI confidential in the new offices? If you have any comments regarding Firewall and CCSI security in relation to the office move, please contact Lawrence Wright, Compliance Manager.

## Revisions to the Firewall Definitions and Ruleset

Do you find the ruleset a bit confusing or difficult to apply to some of your processes – particularly if you are in **Finance or Commercial & Shipping?** Compliance recognizes that updates are needed and is in the process of revising the ruleset and CCSI definitions to ensure that there is a better "fit" to the business structures and processes. We will keep all relevant staff informed when the updates are complete.

Two new procedures – Handling CCSI and Labeling CCSI have been issued and are now available on the intranet.

## IMPORTANT

### CCSI Labeling

If you have any hard-copy CCSI you should make sure it is labeled as "CCSI." CCSI stamps are available for this purpose - contact Babyfe Juco, Legal Department. The planned move to Al Jazeera Towers make this an ideal time to do some "housekeeping" and destroy or archive any hard-copy CCSI documents you don't need and won't need to take with you.

### Delegation of Authority

When going on leave, take into account the Firewall risks if you intend to delegate your workflow responsibilities.

### New Training Events

The Compliance Department is planning to hold Firewall training courses over the next few weeks for staff who were not able to attend courses in November and December last year. Further details will be communicated shortly.

### Contact us

If you have any questions relating to the Qatargas Firewall or the operation of applicable anti-trust laws, please contact Lawrence Wright, Compliance Manager ([lwright@qatargas.com.qa](mailto:lwright@qatargas.com.qa)) or David Smale, Compliance Advisor ([dsmale@qatargas.com.qa](mailto:dsmale@qatargas.com.qa)).



# PUTTING MILESTONES IN PLACE

BERTH 6 HELPS TURN

# THE VISION TO REALITY

efficiently,” says Bertrand.

The safety concerns facing the Berth 6 team are familiar to anyone working in oil and gas, or general construction – good planning and tasks instructions, personal protective equipment and “housekeeping”

to keep sites clean, tidy and free from hazards. As well as keeping its own house in order, the Berth 6 team recently carried out a general beach clean up along a common area of Ras Laffan Port’s shoreline, prior to starting pipeline work. In common with the QG3&4 Project, Berth 6 has also put great emphasis on road safety. Around 2,000 Berth 6 personnel have been through the Convincer seat belt safety programme.

From its inception, the Project followed the Qatargas Incident and Injury-Free (IIF) safety programme on board. With a multi-national workforce, being able to deliver training sessions that would be understood by all was initially a challenge, but Berth 6 is now able to hold IIF sessions through translators and – a recent development – entirely in Hindi.

Indeed, as with the QG3&4 Project, the Berth 6 workforce is drawn from across the globe, with some 12 nations represented. In terms of numbers of workers, the Qatargas team managing the project is 29-strong, with Fluor adding a further 150. When subcontractor personnel are added the numbers rise by some 2500 located across Houston, Abu Dhabi,

Doha and Ras Laffan.

But as well as creating challenges, the multi-national nature of the Project team is something that Bertrand will recall as one of the strengths of the Berth 6 team.

“We have such a mix of nationalities and cultures from different places and companies,” says Bertrand. “For example, I am French, and a secondee from Shell, while my boss, Mike Britton is American, from ConocoPhillips, and we are here working with our Qatargas hats with people and contractors from all over the world.

“It is very exciting and brings a great cross-fertilization of ideas and practices. The team’s commitment to getting the job done, to delivering a high quality asset for long term operation, and to ensuring that everyone is safe are things that will stay with me.”

And it is fitting that when LNG cargoes are loaded out through Berth 6 to customers across the world, the gas will be flowing through a berth facility built by a workforce as diverse as the markets Qatargas serves. ■



**Qatargas has reached another milestone in its vision to be the world’s premier liquefied natural gas (LNG) company with the Berth 6 Project team putting the first 720 tonne dolphin concrete blocks in place. The achievement sets the Project firmly on-track to have the new LNG tanker loading berth ready for operation early in 2010.**

Berth 6 is a Common Facilities project, while being delivered through Qatargas 3 & 4 management, structure, the project, reports to a different set of shareholders and is financed separately from QG3&4.

However, the Project is very much part of the QG3&4 family, with Project Manager, Bertrand Boudier, reporting to Mike Britton, Senior Project Manager for QG3&4.

Work got under way in December 2007, with the awarding of an Engineering Procurement and Construction Management contract to Houston-based engineering and construction firm, Fluor. In a little over a year, Berth 6 has made impressive progress. In addition to putting into place the

massive concrete blocks that will form a mooring jetty for tankers, the Berth 6 team has supervised the construction of a 1,100 tonne topside module, where four LNG loading arms will be positioned, at the Adyards shipyard in Abu Dhabi while the construction of a 7 kilometre 2x36- inch SS pipeline that will link the berth to Ras Laffan’s LNG storage tank farms is progressing. The pipelines work is being carried out by Medgulf, while the marine side of the Project is being built by a Turkish company, STFA.

While the Project’s scope and achievements to date are impressive, there have been challenges along the way. As Bertrand notes, the market was hot and securing the material and recruiting the right people for the project were two related issues.



“It was a hot market for workers, so both the Qatargas Project team and our contractors put a lot of effort into making sure we found people who had the right technical skills and the necessary levels of safety awareness to complete the Project safely and





# QATARGAS LAUNCHES WORLD-CLASS MAINTENANCE MANAGEMENT SYSTEM

“We explored international standards, appraising many companies and different approaches in search of worldwide best practices”



Abdelkader Haouari, Expansion Start Up Manager (2<sup>nd</sup> from left), congratulates the team responsible for implementing the maintenance management system to QG 2 Offshore, which includes (far left) Rick Bolte, Leader of EAM (Enterprise Asset Management) Development; (right from back) Randy Delaune, SU (Start Up) Head of Maintenance Engineering; Abdel Kader Attou, Maintenance Division Manager; and Hassan Omary, Senior CMMS Engineer.

When it comes to implementing cutting edge solutions and practices, Qatargas continues to strengthen its position as a global leader.

A good example of this is the launch of its world-class CMMS – a computerized maintenance management system that greatly improves the ability to manage the integrity of all Qatargas 2 maintainable systems and equipment.

The project, which started last year, involved researching best solutions to improve reliability and minimize downtime.

Focused on implementing a first-rate CMMS (based on the safety of personnel and physical assets, environmental friendliness, as well as criticality and reliability), the QG 2 team went to task to develop a detailed list of assets using advanced preventative, predictive, condition monitoring techniques.

Working tirelessly for months, the group researched and compiled information from a number of sources, including vendor recommendations, experiential knowledge, scientific data through RCM (Reliability Centered Maintenance) assessment, regulatory requirements,

hazop recommendations, SIL (Safety Integrity Levels), and RAM (Reliability/Availability/Maintainability) studies.

“We explored international standards, appraising many companies and different approaches in search of worldwide best practices,” explains ESU Maintenance Division Manager, Abdel Kader Attou. “We then packaged all this information and developed a strategy to maintain every system and piece of equipment in the most efficient way possible.

The team first put the system to the test in the second quarter of 2008 with the QG 2 offshore facilities. The project was a huge success, delivering a number of significant and valuable features.

“We now have the ability to record equipment failure history from day one”, reports Mr. Attou. “This allows us to quickly establish lessons learned and implement the necessary changes to increase reliability.”

Commending the team for its efforts, Expansion Start Up Manager, Abdelkader Haouari, says he is extremely pleased with the results of newly implemented CMMS and what it means for the present and future of Qatargas. ■

**“When it comes to safety and reliability of equipment and systems, Qatargas continues to lead the way and set the standard with meaningful and measurable results.”**



## QATARGAS 2 ONSHORE HYDRATE SEASON READINESS

As the Qatar winter season approached, the importance of hydrate formation mitigation became critical to ensure a smooth start up of Qatargas 2 (QG2) Train 4. On January 8th, 2009, Chiyoda Technip Joint Venture (CTJV) successfully handed over the Mono Ethylene Glycol (MEG) Injection Facility (MIF) to Qatargas. The Expansion Start Up Group accepted care, custody and control and MEG injection started on the same day.

MEG injection is required for hydrate formation mitigation during cold winter conditions, which could cause flow restrictions in pipelines and downstream equipment. Solids physically resembling ice, hydrates are crystalline compounds that form when water molecules encage light hydrocarbons such as methane and ethane. The MIF has been designed to store approximately 800m3 of MEG, with high pressure pumping capacity of 19m3/hr, sufficient to inject MEG to both QG2 wet gas pipelines with minimum

operator’s intervention.

The project started the engineering phase in March 2008 and achieved project completion in January 2009. This achievement was made possible due to the dedication and team work between QG2 PMT, ESU, CTJV and CCIC as well as Qatargas Operating Company. Mr. Atif Ahmed, QG2 Onshore Special Project Engineer said “Everyone worked as a team and no issue was too difficult to be resolved through the efforts and contributions of the team members.”

Working in parallel with QG2 PMT, ESU has successfully placed a chain of logistics for MEG supply and completed on-the-job training for ESU personnel. The early preparation was the major contributor to successful start-up of the facility. “We had a great multi-functional team from Supply, Offshore Logistics, Offshore Operations, ESU, and RasGas who in less than 6 months procured the huge quantity of MEG and contracted the vessels, trucks, tanks,

and people. We were ready for winter”, said Mr. Keith Merkley, ESU Support Division Manager.

“Incident and Injury Free is up to me” has been in the minds of all workers during the project duration. No recordable injury occurred throughout the project, reflecting the success and commitment to safety by all parties involved. “We emphasized safety in all aspects of the job, carried extensive training programs, safety initiatives programs and safety walkthroughs. No work was started without safety in mind.” says Mr. Savas Tuzer, QG2 Onshore Project Safety Supervisor. ■

### Congratulations to all!

**“The team has done a great job to make the needed plant changes for hydrate prevention before winter without impacting our startup of Train 4. With the MIF in place, MEG logistics arranged, procedures developed, and people trained, we have not had any production stoppages caused by hydrate formation either offshore or onshore. Great work by all.”**

**- Abdelkader Haouari, ESU Manager**



# INNOVATIVE CONCRETE CONSTRUCTION TECHNOLOGY APPLIED IN **QATARGAS PROJECTS** BY THE CHIYODA CORPORATION

The driving force for initiating this innovative step was the essential requirement to prevent the occurrence of serious concrete defects by reducing and controlling the high excess heat generated from the setting, hardening and strength development of the foundations for the main gas compressors / turbines in the Qatargas 2 Trains-4 and 5.

Four engineers in the Chiyoda Corporation will receive The American Concrete Institute (ACI) award for presenting the annual best paper on concrete construction technology titled "Air Pipe Cooling System". The award, intended to enrich the literature in construction technology and best practices on mass concrete construction, will be presented at a ceremony to be held on March 15th 2009 at the ACI Spring Convention in San Antonio, Texas - USA.

Mr. S. Ishikawa, Dr. K. Matsukawa, Mr. S. Nakanishi and Mr. H. Kawai, from Chiyoda's Civil Engineering Group authored the paper published in the ACI magazine for December 2007.

The driving force for initiating this innovative step was the essential requirement to prevent the occurrence of serious concrete defects by reducing and controlling the high excess heat generated from the setting, hardening and strength development of the foundations for the main gas compressors / turbines in the Qatargas 2 Trains-4 and 5.

Therefore, the decision was made to develop a plan using air cooling pipes fixed to fans at one end as well as developing a special wet (water) curing procedure and providing thermal insulation to the concrete formwork. The plan was developed by the Chiyoda team (mentioned above), then reviewed and approved by members of the Qatargas 2 Onshore team; Mr. Hassan Sawan, Dr. Jameel Khalifa and Mr. Nasser Al-Issa, as well as Dr. Nasser Al-Nuaimi from Qatar University.

In addition to Qatargas 2 Trains 4 and 5, the procedure was implemented with the same effectiveness and efficiency in Qatargas 3 and

Qatargas 4 (Trains 6 and 7), as well as RasGas Trains 6 and 7.

The concrete volume per foundation is around 1240 m<sup>3</sup> for a total of six compressor / turbine foundations in Trains 4 and 5. The Mixed Refrigerant (MR) gas compressor / turbine is the largest rotating equipment on the project, and is composed of the following rotating equipment; Low Pressure Compressor (336.5 Tons), High Pressure Compressor (206 Tons), Frame-9E Gas Turbine (215 Tons) and Motor / Generator (98.7 Tons), this

sums to a total of 856.2 Tons.

The Frame-9E Gas Compressor was only used in the past to generate electric power, but as one of the many innovative technology steps forward introduced by the Qatargas 2 Project it will be used for the first time in the LNG industry to drive the massive gas compressors which are part of the gas cooling cycles.

The first foundation for the Nitrogen compressor / turbine in Qatargas 2 Train 4 was poured in January 2006.

This pioneering achievement is the result of detailed research, effective communication and dedicated team work by all involved parties. The Chiyoda Corporation is the leading partner of the Chiyoda-Technip Joint Venture (CTJV), the Main EPC Contractor for the Qatargas 2 Onshore Project in Ras Laffan - Qatar. ■



Pouring of Train 4 MR Compressor/Turbine foundation