



قطر الغاز  
QATARGAS

# THE PIONEER

The magazine of Qatargas Operating Company Limited

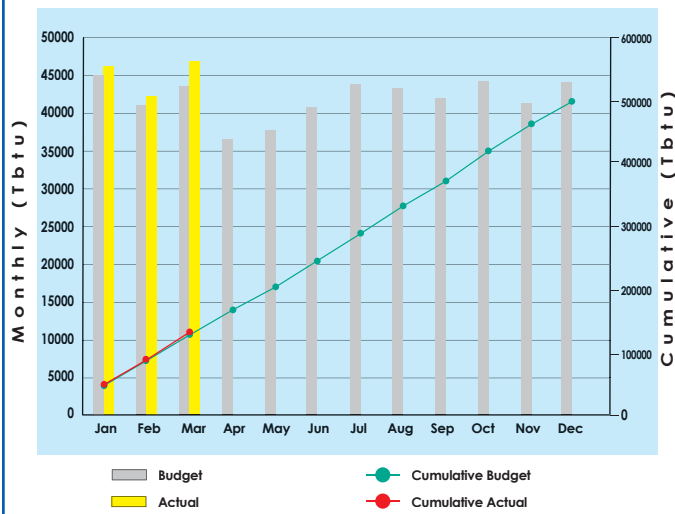


**Qatargas generates new  
long-term vision**

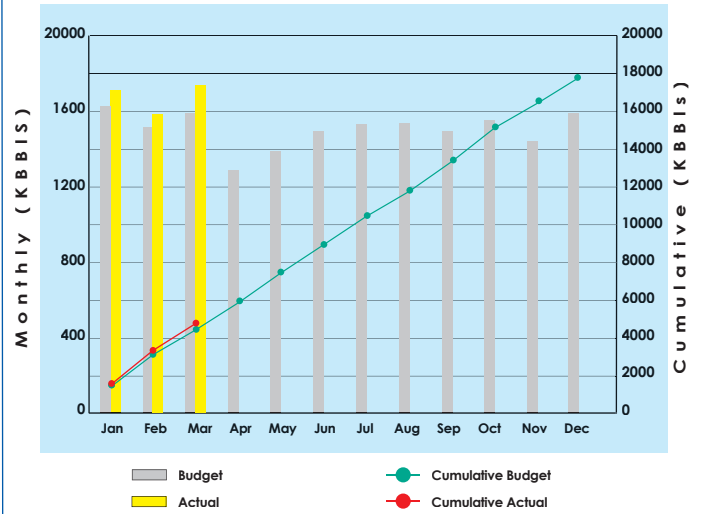
**“We will be the world’s premier LNG company”**

# Scorecard 2008

Net LNG Production 2008



Field Condensate Production 2008



## Qatargas SEQ Monthly Safety Statistics

Event Description	Qatargas	Contractors
Date of last LTA	1-Jul-02	26-Apr-03
Days worked since last Lost Time Accident	2,100	1,801
Personnel hours worked since last Lost Time Injury	12,937,512	8,562,777
Hours worked since last Lost Time Injury (04-26-03)	19,496,636	

Event Description	Qatargas		QG 2008 Business Plan Targets		Contractors	
	Current Month	Year to Date			Current Month	Year to Date
Number of Lost Time Accidents (LTA)	0	0	0	0	0	0
Number of Medical Treatment Cases (MTC)	0	0	0	0	1	2
Number of Occupational Illnesses (OI)	0	0	0	0	0	0
Number of First Aid Cases (FAC)	0	0	0	0	2	7
Number of Off the Job Injuries (OJI)	0	0	0	N/A	N/A	
Number of Major Fires	0	0	0	N/A		
Number of Minor Fires	0	1	0	N/A	0	
Number of Vehicle Incidents	0	2	0	0		
Number of Env. Releases	0	0	0	N/A	N/A	
Number of Env. Spills	0	0	0	N/A		
Number of Moderate to High Risk Potential Incidents	7	17	100	N/A	N/A	
Number of Incident Notification	25	60	> 275			
Number of STOP cards	84	256	> 4000			
Days Lost due to LTA	0	0			0	0
Hours Worked this Month	215,952				77,112	
Hours Worked this Year	622,592				217,208	
Hours Worked combined (QG/Contractor)			839,800			
	Year to Date		Industry Benchmark		Year to Date	
LTA Frequency Rate	0.00		0.27		0.00	
LTA Severity Rate	0.00		2.00		0.00	
Total Recordable Incident Rate	0.00		N/A		1.84	

Our aim is to create an "Incident and Injury Free" site at Qatargas. However, for statistical purposes, targets for motor vehicle incidents and medical treatments are based on Year 2002 actual figures.

Except for Near Miss Reports, we encourage reporting of all near misses so that the hazardous conditions can be eradicated as soon as possible, through corrective actions.

Total near miss cases also include those derived from different categories of incidents/accidents reported such as medical treatment, first aid, minor/major fire, vehicle incidents, spill/release etc.

These derived near misses were also included in the "Total Near-Miss reports" due to their potential to escalate into more serious incidents.

Please note the attached graphs giving an annualized overview of KPI statistics.

Note: Man-hours based on projected headcount of September and November.

You can contribute to 'The Pioneer'. Please send articles, comments or feedback to:

Rachele Sheard, Chief Editor  
rsheard@qatargas.com.qa  
and Nizar Ahmed, Editor  
nahmed@qatargas.com.qa



# The Qatargas Direction Statement – our roadmap to the future

**M**ost of you I hope will have attended one of the educational sessions in which my management team rolled out the new Qatargas Direction Statement. As we progress into our second decade of operations, it is evident that we are on the verge of achieving the once-challenging Vision we set for ourselves back in 1999 to become the world's leading supplier of LNG.

As the Company quadruples in size and begins its emergence as a major global supplier, it is right and prudent for us to review our Direction Statement once again to establish a shared vision of where we need to be going in the coming years.

As you know, since I became the Chief Executive Officer of Qatargas, I have used every occasion possible to communicate that if anyone wants to know my thinking about the Company, what it stands for and where it is going, they only have to read the Qatargas Direction Statement. The Qatargas Direction Statement with

its Vision, Mission and Covenants reflects our hopes for the future. I have also said that the Direction Statement is a “live document”. It is not carved in stone. Since it was first drafted in 1999, over the years from time to time it has been modified to reflect changing circumstances.

We are making steady progress on the expansion projects. By the end of the decade, Qatargas will produce over 42 million tonnes per annum (mtpa) of LNG and export it to markets around the globe. In early April, Qatargas created history when our Q-Flex carrier Duhail crossed the Suez Canal to deliver LNG to Gas Natural in Spain. The agreements we signed this year with customers in Thailand, China and Dubai reiterate our position as a supplier of choice.

I am confident that the new Direction Statement will give employees and management a reliable roadmap to follow and will be key to establishing alignment and commitment within the organization.

It can unify and commit people toward a common purpose and establish what we stand for as an organization. It opens our eyes to what is possible.

But statements do not turn a vision into reality - people do. It is only through the sharing of our vision, mission and covenants that we can build long-lasting bonds between our people and bring meaning and value to their lives.

Qatargas has become what it is today because of the way in which our diverse workforce has aligned on a common vision with passion and hard work. I wish to take this opportunity to express my sincere appreciation for your contribution over the previous period and my trust in your commitment to this initiative as we move forward to achieve our new long-term vision.

**Faisal M. Al Suwaidi**  
Chairman and Chief Executive Officer

# Qatargas generates new long-term vision



Nearly ten years ago, under the leadership of Chief Executive Officer Mr. Faisal Al-Suwaidi, about 100 people from across Qatargas put their minds together to create the first Qatargas Direction statement. The intention was to create a clear direction for the Company and have people work as a high performance team to fulfill it.

The original vision aimed at transforming Qatargas into the world's leading supplier of liquefied natural gas (LNG). At the time, it was a bold and

compelling vision for a company that was only into its third year of operations with an annual production of six million tonnes. The Direction statement became the basis for the annual planning process in Qatargas and extraordinary feats were achieved as a direct result of the actions taken.

Less than six years later, the total annual LNG production rose to ten million tonnes through the debottlenecking project and now, Qatargas is on the verge of attaining this goal with LNG production set to quadruple by 2012.

This changed scenario set the stage for Qatargas to embark on the development of a new long-term vision to chart the organization's direction over the next decade and beyond.

Many people who have joined Qatargas during recent years were unfamiliar with the history and the boldness of the original Direction Statement. Moreover, the great accomplishments of the past decade made the Direction Statement seem obvious rather than bold. The sheer enormity of the expansion tended

## “We will be the world’s premier LNG company”



to pull people’s focus into their own area rather than look from the perspective of Qatargas as a whole. As a result, the management team felt that the existing Direction Statement had to be revisited to ensure that people continued to work together as a high performance team.

As a first step towards the generation of a new Direction Statement, a series of interviews were conducted with 40 individuals from the Company and also from the shareholders. The feedback from those interviews was then presented

to the Management Leadership Team. There was a clear consensus that the original Direction Statement had served the company very well and only needed to be adjusted, not replaced.

In January, some seventy senior Qatargas executives attended a three-day workshop to work on the Direction Statement. During the workshop, Mr. Al-Suwaidi reflected on the sheer audacity of the original vision set back in 1998 at a time when the company was entering the global industry as a

newcomer with limited experience but a lot of enthusiasm.

He noted that the company’s Direction Statement incorporating the vision developed in 1998 was a critical resource which set the company up for the successes of the next ten years. Developed through a process of widespread debate and negotiation at every level in the organization, the Direction Statement had given employees and management a reliable roadmap to follow and was key to establishing alignment and commitment within the organization.

**“The Direction Statement had given employees and management a reliable roadmap to follow and was key to establishing alignment and commitment within the organization”**

**- Faisal Al-Suwaidi, Qatargas Chairman & CEO**

Now, with Qatargas’ rapid evolution towards becoming the world’s leading LNG company with markets in three continents, there was a need for its leadership to take time to evaluate where the company stood at present and to generate a new long-term vision to guide it through the exciting years ahead.

In the future with Qatargas becoming one of the main global LNG players, the Company will face unprecedented challenges but also great opportunities. It was essential at this critical stage to have clarity around its future direction, to ensure that everyone within the organization becomes fully aware of what the new emerging organization stands for and where it needed to go, whilst maintaining the valued commitment and passion of its people.

In March, the renewed Direction Statement was cascaded to senior

executives after which, it was ready to be rolled out to the rest of the organization through a series of educational sessions led by members of the management leadership team. The inaugural session, led by Mr. Jacques Azibert, Chief Operating Officer, Operations and Sheikh Ahmed Al-Thani, Chief Operating Officer, Engineering & Ventures was held on 7th April at the Diplomatic Club in Doha. Since then, several sessions have been held in Doha, Ras Laffan and other Qatargas locations for all employees to share, discuss and align with the new Qatargas Direction Statement.

The sessions provided a brief background and history of the original Direction Statement, particularly for the benefit of the new employees. Some of the major accomplishments and milestones of the past decade were highlighted. The new 2008 Direction Statement was explained in detail and the attendees were encouraged

to ask questions in order to build a shared understanding of its content.

Commenting on these sessions, Mr. Faisal Al-Suwaidi said, “We want to ensure that everyone is committed to fulfilling our new declared future for Qatargas and understand how their work contributes to this. We would like to have everyone consider themselves to be on one team and committed to each other’s success. We also want to share the Management Leadership Team’s commitment to our Direction Statement.”

The five fundamental pillars of our vision have not changed – safety, health and environmental performance, customer satisfaction, high caliber workforce, efficient and reliable operations and financial performance.

One of the most notable changes however, is that our vision has now become “we will be the world’s premier LNG company” instead of “To be the world’s leading



supplier of LNG". Premier refers to being the best, not necessarily the biggest. Qatargas will be the best in terms of quality - the benchmark LNG company, because of our approach, culture and results – not simply because of our size.

Another entry is 'corporate citizenship' which means taking responsibility for people, being responsible for and towards local and global communities and our environment. It means having a long-term philosophy, not just to make maximum profits, but to leave a legacy of genuine care for people, sustainable operations and unrivalled environmental performance in the LNG industry.

Safety, Health and Environment have rightfully been given a lot of prominence and there is as well, an increased focus on people and families. A few other changes have also been made taking into account the company's transition from a new player in the industry to a major global supplier and the complexities and sensitivities arising from other developments such as the increase in the total number of shareholders and shareholder make-up in different trains of the same project.

There was active participation by the attendees during these sessions and a number of questions were asked and comments made. The topics and concerns raised during the sessions were captured to be reviewed during the next corporate planning cycle.

By the end of the decade, Qatargas will produce over 42 million tonnes per annum (mtpa) of LNG and export it to markets around the globe. The Company aims to set the global benchmark for LNG companies in all areas of performance and be in a position where it will help transform the energy business in general. Qatargas is positioned with the best people, technology, new assets, and access to reserves, in an industry critical to world growth. ■



## Qatargas attends Gastech 2008 in Bangkok

Over 20 Qatargas delegates including senior management represented Qatargas at the Gastech 2008 Conference & Exhibition held from 10 – 13 March in Bangkok, Thailand.

On the opening day, Mr. Ahmed Al-Khulaifi, Chief Operating Officer, Commercial and Shipping delivered the keynote address on the topic of the role of liquefied natural gas (LNG) in enhancing energy security. Mr. Al-Khulaifi talked about how the global distribution of LNG brings many benefits to consumers and sellers as the energy is going to the markets which need it most.

He highlighted how Qatargas is responding to these challenges by ensuring that we start up the new mega-trains safely and reliably and have efficient LNG carriers to deliver the energy to consumers and by investing in LNG receiving terminals in various markets. He concluded his remarks by noting that Qatar is keen to play its role in enhancing energy diversity for the different LNG markets around the world.

Mr. Alaa Abujbara, Marketing Director also spoke at the conference on the topic “Qatargas 2 – planning for the start-up of the first mega train” elaborating on

the progress of the expansion projects at Qatargas. “Construction and performance of the world's largest LNG ships” was the title of Mr. Andy Richardson’s (Shipping Project Manager) speech about the new Q-Flex and Q-Max LNG carriers.

Qatargas’ exhibition stand attracted a lot of delegates and visitors. The design of the stand was themed around the massive expansion projects. The Gastech cyber corner was also sponsored by Qatargas. This free communication zone equipped with internet facility was widely used by the conference delegates.





Taking advantage of the presence of a large number of industry professionals at the event, a recruitment campaign was also launched by the Recruitment Section of Qatargas with the tagline - "Want to be part of something big?". A press advertisement ran in the conference newspaper each day detailing all the positions available. Recruitment booklets and information regarding benefits of joining were distributed at the stand. The campaign attracted a lot of interest and was designed to provide additional support to Qatargas' ongoing recruitment campaigns.

The overall Qatar delegation was led by HE Dr. Mohammed Al-Sada, Minister of State for Energy & Industrial affairs. Over 11,000 participants attended the conference and exhibition.



## Qatargas organizes golf tournament in Bangkok

A day before the opening of Gastech 2008, Qatargas organized a golf tournament at the Green Valley Golf Course in Bangkok on 9th March. Executives representing Qatargas' customers, shareholders and business associates participated in the tournament in addition to Qatargas officials. Mr. Kiyoshi Sawamura of Shizuoka Gas won the tournament.



## Qatargas 2 - Meeting the challenge

**James B. Adams, Chief Operating Officer, Qatargas 2 Venture talks to “The Pioneer” about the project and about his life and career.**

**You have been with Qatargas for quite some time and seen a lot of changes in that time in the Company. How did it all start?**

Before I came to Qatargas, I was a planning advisor in Mobil headquarters in Fairfax Virginia. One of my jobs was acting as the global gas and power liaison for the upstream business. As part of that, I got to work very closely with the Mobil people in Qatar. Mobil was a shareholder in Qatargas and RasGas of course, and so I started to learn about the LNG business. I had worked in the gas business in Norway before that, but mostly in large deepwater gas and pipeline projects – not LNG.

During my planning assignment, we worked the Exxon Mobil merger and then towards the end of the consolidation, I got a call from the Country Manager here in Doha. He asked me to apply for the position of Planning Manager for Faisal Al-Suwaidi at Qatargas.

I wanted to work overseas again, and knew enough about Qatar and the future role of LNG to know this was going to be a potentially interesting job, so I came here for the interview. But honestly I was much



more interested in another job in Mobil and was attending the interview as a favor to the Country Manager.

As soon as I walked in the door at Qatargas I met a couple of people who changed all that, and who have had a profound influence on my life. The first was Muhammad Ghannam (Mo) and the second was Faisal Al Suwaidi. Mo was so positive, enthusiastic, and excited about working at Qatargas and especially for Faisal

that within fifteen minutes of meeting Mo, I knew I was on to very good thing.

Then after I had a chance to meet Faisal and talk to the Group Managers who were working for him, my decision was made. I walked into a day of interviews thinking I wasn't quite sure if I wanted the job and I walked out knowing that this was where I wanted to work more than anywhere in the world.

**“I walked into a day of interviews thinking I wasn't quite sure if I wanted the job and I walked out knowing that this was where I wanted to work more than anywhere in the world.”**

**Where were you born and raised? Tell us something about your education.**

I was born in Washington DC. I lived in Washington and Virginia until I was about 14 and then I moved to Texas – my Dad is from there, going back a few generations. I finished high school in San Antonio and then went to college at Texas A&M. I have a degree in Ocean Engineering.

**You have got a big job at the moment. What are some of the day to day challenges in your job and how do you approach them?**

My biggest challenge is trying to make sure that all of the people on this project get everything they need to be effective in their jobs whether it's resources, support, guidance, advice or just some help knocking down hurdles. I am constantly amazed at the magnificent accomplishments racked up by the Qatargas teams every week. I don't think there is a single person working on the Qatargas 2 project that has not invested their heart and soul in this effort and my biggest worry and challenge is that I just don't feel I can do enough to support them.

**Looking ahead a couple of years, what does the picture look like to you?**

I am an optimist. No, I am an optimist and a realist – and I am an optimist from experience. My experience has been that with sincere effort, everything works out for the best. And that's probably because I've spent a career working with the best people in the industry and if you have the best people, the best things happen. So I

can't help but feel that Qatargas has a bright future.

I don't think we understand yet how incredible our future is going to be in Qatargas and not just through the consolidation of the new assets and projects. Over the last few years, Faisal and everybody in this company have worked to put Qatargas in a position where we are going to transform the energy business in general. The world has to go to gas to meet its growing energy demands and the only way to get gas to most markets is through LNG. You can't build a pipeline between all of the reserves and all of the users in the world – but you can sail an LNG ship to almost every port. And so here we are at Qatargas, positioned with the best people, best technology, new assets, and access to reserves, in an industry critical to world growth.

This doesn't mean we won't face difficult challenges and trying times. Finishing construction, commissioning and start up of the new trains and, just as important, making sure that our organization is ready to operate these trains as flawlessly as we operate the first three trains – well all of it is just an overwhelming challenge. It's like a mountain pressed against our noses. If we don't get it right this mountain could fall on our heads. But company-wide we are doing so much right I believe we are going to climb this mountain and then we are going to build another mountain right behind it. That's what this company does. We live the direction statement, we take on challenge after challenge and change after change and

I am convinced we are always going to be successful at that.

**You have always shown complete and utter commitment to safety. Do you want to talk to us a little about the journey that you have seen Qatargas go on?**

I am a champion of safety, but I wasn't a champion of safety before Qatargas. I am on the same journey that Qatargas is. We were all transformed in April 2002. I was Technical Manager when we had the gas release and Mr. Pillai, the welder was burned in April of that year.

Before that we all felt safety was important and we all thought we were doing the best job we could – but we weren't. We know that now. And that experience changed me just like it changed everybody else that was involved.

I am incredibly proud about the commitment everyone has shown to make safety a core value, a personal value, and that this is truly working. It's real, it's sincere and now as a result, we have one of the lowest incident rates in Qatargas and Qatargas 2 of any major project anywhere in the world.

Unbelievable as it may sound, our serious safety incident rate is nearly as low as that of the financial services industry. We are an order of magnitude better than average US construction performance levels. This just doesn't happen anywhere else but here. It has taken a huge amount of work by every one of our people but we are going to make "Incident and Injury Free" a reality and that means lives are being saved and people are always going home to their families.

**“My biggest challenge is trying to make sure that all of the people on this project get everything they need to be effective in their jobs ... or just some help knocking down hurdles.”**



## **What does a typical day look like to you?**

A typical day for me starts about 4:30 when I wake up thinking about work....all night long my brain seems to keep working and thinking. In this project at any point in time we have 15 or 20 major critical issues that we are working, and every week we will have one or two major successes and major new crises develop. I wake up and I have a few ideas about how to handle them. Of course in the light of day some of them are ridiculous but some of them sometimes have a grain of reason or practicality.

I get up about 5:30 or 6:00 depending on whether I'm going to go for a walk, and then I do e-mail for about 30 minutes. I usually get 30 or 40 e-mails overnight and I like to respond to them and get them out of the way. Then I get ready for work, drink some coffee, talk to my family and finally go into the office.

I don't try to rush into the office unless I have early meetings, so I usually get in at about 8:00 and soon after that start phone calls and meetings and briefings. My day is usually full of working with people either on the phone, in person or through e-mail. The meetings are all about the progress of our key issues, safety, long term direction, what do we need to do to keep solutions happening and keep the project on track, what do people need, what kind of support is being provided, what are the possible hurdles, how are we going to knock them down, and what strategies and alternatives should we consider. But in the end it's all about people: developing consensus, making decisions, listening, and figuring out

**“I am a champion of safety, but I wasn't a champion of safety before Qatargas. I am on the same journey that Qatargas is. We were all transformed in April 2002.”**



how together we can accomplish the great objectives we've set out for ourselves.

I try to leave the office around five or six, go for a walk, and then I often have evening meetings or conference calls or a business dinner and then the last thing I do at night before I go to sleep is naturally, some e-mail.

**Being as busy as you are, even on weekends or during holidays, you really cannot switch off like most other people...What do you do to counter the stress that comes with the job?**

I worried about that once, talked to my dad, and he gave me the answer so I don't worry about it any more. The job doesn't end...it's 7 days a week, 24 hours a day. Most people assume this is stressful, and it is. But there is good stress and there is bad stress. Bad stress is when you have difficult things happening in your life that you don't

have the ability to influence or control. For example if one of your children or your spouse was seriously ill. But then there is good stress - when you have challenging things happening in your life, but you are confident you have the ability to influence or control the outcome. This kind of stress is invigorating and it's exciting and that's how I see my job. We have the best people on our teams, we have Faisal, and we have the best systems so I am confident we can influence and overcome our weekly problems and crises. I love what I do, I mainly have good stress, and other than taking a walk every day don't do anything in particular.

**How many years have you been in the oil and gas business including your last nine years in Qatargas?**

I actually started working in the oil and gas business when I was in college 34 years

ago (ouch). I was in a program where you attend school for a semester and then work for a semester, alternating back and forth so you can pay for your college. I worked for the same company, Otis Engineering, the whole four years, starting when I was seventeen. My first job was working offshore in south Louisiana as a wire-line helper, 80 hours a week, and I loved every minute of it - it was great. We would work offshore for two weeks and then come back for three days and go back offshore again. It was pioneering, different, and you could see the results of your efforts. It really got into my blood.

In terms of my professional career in the industry, that really started in 1981 with Mobil in Dallas. So that's 27 years. I never imagined back then I would end up making my home in Qatar working for a cutting-edge company in LNG called Qatargas! I couldn't be more fortunate. ■

**“Unbelievable as it may sound, our serious safety incident rate is nearly as low as that of the financial services industry. We are far below construction levels.”**

# Nothing Common about the Common Sulfur Facility

On the shores of the azure blue Arabian Gulf, one of the world's largest Sulfur handling facilities is being constructed at Ras Laffan City (RLC). It will be the optimum means of collecting, processing, and ship-loading the Sulfur from multiple natural gas, LNG, and GTL facilities. When completed this year, the Common Sulfur Facility (CSF) will include a network of over 30 kilometers of molten Sulfur pipelines that run throughout RLC receiving up to 12,000 tonnes/day molten Sulfur and delivering it to the Berth Area. Collected molten Sulfur will then be formed into premium-grade solid granules, stored, and then loaded onto ships for use in other industries.

The concept of a "common" Sulfur collection, processing and ship loading facility was chosen through careful study by a group of Sulfur producers within the RLC Complex. It was determined as the safest, most economical and environmentally friendly means to ensure Sulfur from the facilities could be marketed without disrupting the RLC infrastructure and daily activities.

The project, coordinated by a Qatargas 2 Project Team led by Jerry Gallagher, is well underway with construction 80% complete as of early March. The consortium of URS'

Washington Division and Al Jaber Energy Services of Abu Dhabi was awarded the contract by Qatargas on behalf of the joint venture partners. The project is currently working at peak staffing levels of over 2800 craft laborers.

The scale of the CSF makes it unique in many ways. First, the 30 kilometers of electrically heated pipeline network collecting Sulfur from more than seven plants is a first-of-a-kind. Another distinct feature is the Skin-Effect Heat Tracing (SEEHT) System which employs a special form of impedance heating that maintains the 135°C temperature throughout the length of the associated pipeline. The temperature of the Sulfur in the pipelines is also monitored by fiber optics, which provides a temperature profile in approximately one meter increments.

Two storage tanks accept molten Sulfur from the pipelines before it is pumped to the granulators where it is converted into solid granules. Ultimately, a total of thirteen granulators will be installed each capable of producing 1100 tonnes per day and will represent the single largest concentration of Sulfur to premium dry Sulfur product in the world.

The Sulfur Storage Building (SSB) is not only one of the world's largest enclosed

Sulfur storage facilities (153m long, 115m wide and 42m high), but is large enough to store four "747" aircrafts.

The conveying system transports Sulfur granules into the SSB which is enclosed to prevent granules from spreading and to prevent Sulfur product contamination by wind borne sand and debris. Another unique feature is that the SSB encloses two mirrored Stacker/Reclaimers that can act in parallel, or independently, to build the stockpile with a rated stacking capacity of 700 tonnes/hour each, or to reclaim the granules to supply the shiploading conveyors at a reclaiming capacity of 1500 tonnes/hour each. Finally, the CSF includes two quadrant-type shiploaders each with a capacity of 3700 tonnes/hour. The combined Shiploaders are rated to work in tandem to load a 40,000 tonnes vessel in no more than 24 hours.

According to the Qatargas 2 Project Executive, Ching Thaye Khoo, "This is one of our most challenging projects, not just due to the scope and complexity but also from a safety and quality standpoint..., and of course coordinating with 11 other Ventures who will depend on the CSF adds another dimension of difficulty. There is certainly nothing "common" about the Common Sulfur Facility!"

**"The Sulfur Storage Building (SSB) is not only one of the world's largest enclosed sulfur storage facilities (153m long, 115m wide and 42m high), but is large enough to store four "747" aircrafts."**



*North end of column line G of SSB*



*Granulators being installed*



*Sulfur pipelines with SEEHT system arriving at berth area*

# Qatargas 3 & 4 – Promoting safety through sport

After four months of exciting competition, the Incident and Injury Free (IIF) sports league organized by Qatargas 3 & Qatargas 4 project for its contractor workforce came to a close on 22nd March 2008 at the Asia City sports ground in Ras Laffan.

The league, organized with the aim of promoting teamwork and safety at work and play, provided a venue for workers to engage in healthy sports competitions and relieve work related stress, enhancing physical fitness along with mental and emotional wellbeing.

Basketball, football, volleyball, cricket, badminton, table tennis, chess and carom were played over different stages between December 2007 and March 2008. The

Qatargas 3 & 4 Onshore IIF team provided the players with necessary sporting gear and equipment.

A total of eighteen teams took part in cricket, the most popular sport in the league. The Qatargas 3 & 4 onshore team bagged the championship. Descon and Kettaneh were runners-up. Descon employee M. Samiulla was declared Man of the Series.

CCIC won the football tournament, beating tough opponents GAMA in the final. However, GAMA did find victory in the volleyball tournament overcoming the Kettaneh team. Mohammed Mushtaq of GAMA won the Carom competition beating Qatargas 3 & 4's Mohammed Faizel.

Twelve teams participated in the basketball play-offs. GAMA beat off stiff

competition from Chiyoda-Technip Joint Venture to claim the winners' trophy. Sandy Carreon of GAMA, won the 'Most Valuable Player' title in the tournament.

Zeno Esden, of CTJV, beat Imran Khan of Qatargas 3 & 4 to win the table tennis championship while Gireesh and Suresh, employees of Nasser Al Hajri won the badminton doubles tournament beating Shaikh and Raju Rajan of CTJV. And finally Merick Pleños of GAMA outsmarted his opponents to win the chess tournament.

"Everyone really enjoyed the event and are now asking me when the next one is going to be held! This League was a welcome change for the workers from their daily routine", said Odessa Jimenez, Event Coordinator for Qatargas 3 & 4.





# Qatargas sets up internet cafes for project workforce

Qatargas 3 and Qatargas 4 Project in liaison with Consolidated Contracting International Company (CCIC) and GAMA Qatar opened four Internet cafes for the workers within their Qatargas-Conoco Philips-Shell (QCS) accommodation camps at Ras Laffan.

The cafes, launched on April 8, 2008, were inaugurated by Larry Easley, Qatargas 3&4 Onshore Health, Safety and Environment (HSE) Lead. Shaun Hughes, Qatargas 3&4 Incident and Injury Free (IIF) Coordinator, Hisoa Takano, Site Manager of Chiyoda-Technip Joint Venture (CTJV), Joseph Frick, Project HSE Manager (CTJV), Fadel Yafawi, Site Manager (CCIC), and Oguzhan Serrtas Site Manager of GAMA were also present.

Shaun Hughes, who organized the launch with the help of his IIF partners in CCIC and GAMA said, "The internet cafes will provide an ideal opportunity for our project workforce to develop computer skills and communicate with their families through the communication packages that are available on the computers."

Qatargas 3&4 provided 200 desktop computers while CCIC, GAMA and provided the infrastructure and installation of the Internet cafes. Nasser Al Hajri will complete the construction of their internet cafes soon with the launch expected to be in May 2008. ■



## Laffan Refinery achieves two milestones during the first quarter of 2008



**W**ork on the Laffan Refinery is moving ahead at a steady pace. Two major milestones have been achieved during the first quarter of 2008.

The first of these was the completion of ten million man-hours worked without a Lost Time Injury (LTI). This milestone was achieved on 28th February 2008. Commenting on this achievement; Mr. Salman Ashkanani, Venture Manager – Laffan Refinery said, “Qatargas and the Refinery Shareholders are extremely proud that this milestone has been reached, and we encourage the workforce to continue supporting the Incident and Injury Free (IIF) program. This performance has been achieved through the hard work and dedication to Qatargas’ IIF culture by our contractor the GS-Daewoo consortium, the Laffan Refinery Project Management and Expansion Start-up Team members”. Since the Laffan Refinery Project started in April

2005, GS-Daewoo have worked over 18 million man-hours with only one LTI.

The successful energization of the Laffan Refinery main electrical sub-station was another significant milestone and was achieved on 25th March 2008. This milestone marks a significant achievement for the combined Project Management and Expansion Start-up teams, working together with GS-Daewoo, while maintaining a high focus on safety and quality. This energization activity has provided valuable lessons that will be of benefit in progressing the further pre-commissioning, commissioning, and start-up activities.

Construction activities continue in the Refinery tank farm and Phase 1 of this work is nearing completion. Once the commissioning and start-up teams have completed their tasks, the tank farm will be ready for transfer of condensate from the existing RasGas and Qatargas tanks.

Afterwards these tanks will be refurbished and prepared for use as refinery product tanks.

Focus also remains on the refinery process site. Almost all major equipment has been installed and the teams are working on completing the pipework and installing instrument and electrical cables. In addition to the main work areas, the Amine, lee breakwater and jetty areas are also progressing well.

The Expansion Start-up Team has nearly completed the recruiting necessary to build the Commissioning, Start-up and Operations teams. On-the-job training is underway and the Refinery simulator is expected to be delivered in the next few months to allow further training of the Operations team. Everyone on the Project Management and Expansion Start-up teams are focused on a smooth and safe completion of the project work and transition into operations. ■

One of the findings from ‘The Pioneer opinion survey’ conducted recently was that readers would like to see greater coverage of employee news. Starting from this edition, we plan to have a regular feature entitled “A day in the life of....” focusing on individuals from across Qatargas.

## A day in the life of Khalifa Ali Al-Sewaidi

*Khalifa is the Head of Workshops and Services in the Maintenance Department. He has been in his current position since May 2007. Khalifa joined Qatargas in 2001 as a developpee (Mechanical Engineer). In 2004, he was promoted to Senior Mechanical Engineer. Khalifa holds a degree in Mechanical Engineering from Qatar University.*

### Could you describe your typical work day in Qatargas?

My typical day on the job starts at around quarter to seven in the morning. The first thing I do is check and sort out my e-mails. First I take care of the ones that require my immediate response. I delegate some items/issues to the concerned people in the team and others are parked for discussions and consultations with my superiors or team members.

The next items are the daily report and operations report. After I review these, I meet with my engineers and discuss any issues that have been highlighted, especially matters related to safety. At about seven thirty, I have a meeting with my manager and the other section heads to discuss any important issues and areas of concern. These meetings usually take from half an hour to one hour.

The rest of the day is spent attending meetings, reviewing contracts, evaluating progress of ongoing jobs and other routine aspects of the job. My day usually ends at three o'clock. However depending on the work load, this could extend a couple of hours or more.

### What do you like most about your job?

My job covers two areas – workshops and services. Workshop deals with all the equipment parts in the plant – like instrument,



electrical, mechanical, valves, fabrication and workshop.

The services part deals with the contracts. We have many contracts for various services like cranes, trailers, other heavy equipment, painting, scaffolding, insulation etc.

These two aspects of the job make it quite challenging and interesting at the same time. Also, there is a lot of interaction within the team and with the contractors.

### What is your biggest challenge on the job?

The biggest challenge in my opinion is the expansion projects and we have already started to feel the impact. Earlier we had to provide our services to only one company, Qatargas 1. But now, we also have to cater to the requirements of Qatargas 2, Qatargas 3, Qatargas 4, Laffan Refinery and Ras Laffan Terminal Operations. This puts tremendous pressure on our manpower and material resources. And this situation will remain until the expansion projects become operational.

### What in your opinion makes Qatargas stand out as a company?

There are several things that make Qatargas special. One thing that immediately comes to my mind is our direction statement and how everyone in the company, all the way down from the Chief Executive Officer and the management leadership team have embraced it and are working hard to achieve the company's vision.

### You have made good progress in your career with the company. Do you have any words of advice to the young Qatari nationals?

My word of brotherly advice to all my fellow nationals is; “Be confident in yourself and be sincere in your work. If you are serious in your work and have the desire to progress, you can count on the Company's support all the way. This company has a very bright future and you can be part of that future, and I don't mean only in terms of career, but even your children's future, since this company will play a very important role in Qatar's future.”

# Operator Training Simulator (OTS)

Operating excellence has always been one of Qatargas' top priorities. The company makes every effort to ensure that employees are competent in their jobs. All necessary measures are taken to identify training needs in various areas and develop and implement comprehensive training programs to improve job skills and performance.

With a production capacity of 7.8 million tones per year each, the Qatargas 2 trains 4 and 5 will be the largest LNG trains ever to be built. Producing LNG safely and reliably from these mega trains will be our primary focus once they are operational.

In order to ensure that the operators are competent to efficiently carry out their responsibilities, the Operator Training Simulator (OTS) was installed at the Qatargas headquarters building in Ras Laffan in August 2007.

Training for panel operators for Qatargas 2 is available on the OTS to ensure only competent staff will be allocated as panel operators. Panel Competency will be assessed and where necessary training shall be provided to close any identified gaps. As sections of the AP-X plant have novel designs, it allows the opportunity for plant personnel to experience hands on, the process controls associated with plant start-up, shutdown and actions required to stabilize process upsets.

Furthermore, the OTS may be used to

simulate any plant modifications (process or control) before being implemented in the real plant.

## Tools

The OTS consists of three Operator Stations, the (Emerson) Engineering Station and the operations training simulator (OTS) in the Simulator training room. The training is mainly centered around the OTS which contains three models that simulates most Process units in the plant. A Compressor Controls Corporation emulator is used in conjunction with OTS for compressor anti-surge control simulation.

## OTS

The Qatargas 2 operations training simulator mimics the actual plant units and is developed by Honeywell Control Systems. Honeywell has developed the OTS for many other LNG sites.

The OTS incorporates three models, the first for Inlet Receiving (IR), the second for Sulfur Recovery Unit (SRU) and the third for the AP-X LNG Train. Many plant malfunction exercises are incorporated in the models, ranging from minor process deviations, to major process upset conditions, to fully assess the capabilities of the student. These can all be remotely activated by the instructor, and can be set to trigger by time delay, if required.

A "backtrack" facility is included, in order to enable the instructor to return to



any point in the simulation time, particularly useful when student errors are made. "Snapshots" (plant conditions) can be created and saved for future use, allowing the student to continue an exercise the following day. Similarly, the instructor can create custom exercise scenarios.



## OTS Training

OTS Training is based on best practices to meet Qatargas Competency and Assessment guidelines.

The OTS is accessible on a need basis. Training of panel operators will be a routine activity. To meet the start-up

requirements, session times for the three models have a defined period of time. These session times have been carefully planned to meet the start up needs for each department.

The complexity of the IR, SRU and the LNG AP-X process models means that many sessions will be required. The

models are delivered with initial conditions, cold state (ready to start) and steady state (100% Production). A limited library of sessions are created and saved for different stages of the plant start up.

The OTS Training covers all aspects of panel training required to ensure competency of panel operators. ■

# We are each responsible for our own safety - Charlie Morecraft



**C**harlie Morecraft, the internationally renowned safety presenter and motivational speaker conducted a series of sessions for Qatargas employees in March.

Charlie, who sustained severe burns in a refinery accident in 1980, has since dedicated his life to promoting safety through his own account of his ordeal and how his life changed after the incident. His autobiographical video titled "Remember Charlie" has encouraged individuals and organizations alike to drastically change their outlook on safety.

His primary messages are "Safety is about going home at the end of the day, kissing your wife and hugging your kids", and "We are each responsible for our own safety". Charlie's message has a universal appeal and touches people at all levels in an organization – from the senior management to the workers at the lowest level.

This is Charlie's second visit to Qatargas. In April 2005, hundreds of Qatargas employees attended his presentations which contributed considerably to raising the level of safety awareness in the Company.

A total of 12 sessions were held at Qatargas' headquarters in Ras Laffan which over 1000 employees attended. Qatargas has had a remarkable record of safety performance. The Company has completed over six years without Lost Time Incidents (LTI) offshore and five years onshore on its operating facilities. The expansion projects and the shipping project have also accomplished remarkable achievements in safety performance.

In conjunction with Charlie's visit, Qatargas organized a VIP safety forum, the first of its kind, at the Intercontinental

**“At Qatargas, we believe that an organization can achieve success in terms of safety only when it becomes part of the culture at every level, beginning at the top”**

**- Jacques Azibert, Chief Operating Officer – Operations**

Hotel in Doha to which over 100 people were invited. The attendees included senior executives representing various organizations and industries including government bodies in addition to Qatargas’ contractors. A number of senior officials from Qatargas were also present.

The forum was opened by Jacques Azibert, Chief Operating Officer – Operations, Qatargas. During his opening remarks, Mr. Azibert said, “By organizing such a forum, we in Qatargas want to reiterate at the highest level among our industry peers our belief in a safe working environment. We want to show how committed we are to the prevention of personal injury. At Qatargas, we believe that an organization can achieve success in terms of safety only when it becomes part of the culture at every level, beginning at the top.”

The highlight of the forum was a talk delivered by Charlie Morecraft. Commenting on the event, Mr. Azibert added, “We believe that at the end of each day, everyone should go home safely and this is our priority above everything else. We hope this initiative will start a program of greater collaboration and sharing amongst the companies in Qatar around the issue of safety and that more events of this kind will take place in the future.”



# Qatargas celebrates Long Service



On 17th April, Qatargas celebrated at a special ceremony the long service awards for employees who have completed five, ten and fifteen years of service at the company.

The special ceremony which was held at the Sheraton Doha Hotel featured a presentation of certificates by Mr. Faisal M. Al-Suwaidi, Chief Executive Officer to all employees who have achieved five, ten and fifteen years of service.

Commenting during the evening Mr. Faisal M. Al-Suwaidi said; “The contribution of our employees is critical not only to the success we have achieved over the past years but is also key to the future. We value the diversity of workforce and the different skills and experiences they bring to our company.”

Qatargas utilizes this forum to recognize its people and their contribution to the company and its success which rest on the

employees shoulder and the contributions they make in their day to day job.

Qatargas is committed to retain, develop, promote and recognize all of its employees. In particular, the company is committed to the development of its Qatari workforce who will be part of the overall future workforce to operate the state of the art facilities and the company becomes the world’s leading LNG Company by the end of the decade.

