



قطر للغاز
QATARGAS

THE PIONEER

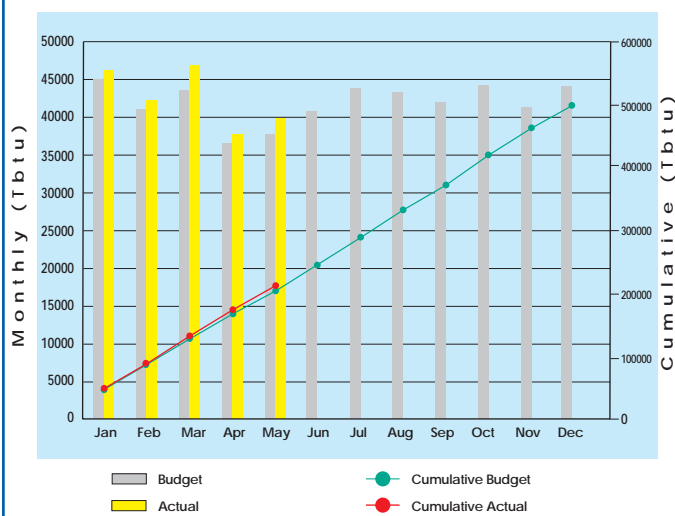
The magazine of Qatargas Operating Company Limited



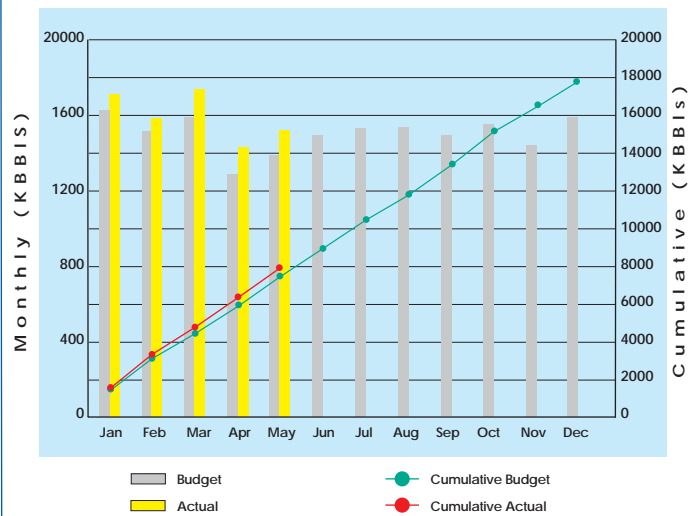
**Qatargas bids adieu to
Jacques Azibert**

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	2,161	1,862
Personnel hours worked since last Lost Time Injury	13,353,232	8,694,529
Hours worked since last Lost Time Injury (04-26-03)	20,044,108	

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	0	2
Number of Occupational Illnesses (OI)	0	0	0	0	0	0
Number of First Aid Cases (FAC)	0	0	0	0	3	10
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	3	0	N/A		
Number of Vehicle Incidents	1	3	0	0	1	1
Number of Env. Releases	0	0	0	N/A	N/A	
Number of Env. Spills	0	3	0	N/A		
Number of Env. Waste Disposal Incidents	0	6	0	N/A		
Number of Moderate to High Risk Potential Incidents	15	129	100	N/A		
Number of Incident Notification	56	357	> 275			
Number of STOP cards	120	2,720	> 4000			
Days Lost due to LTA	0	0			0	0
Hours Worked this Month	203,112				64,688	
Hours Worked this Year	1,038,312				348,960	
Hours Worked combined (QG/Contractor)			1,387,272			
	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		1.15	

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:

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Diversity and the Development of Nationals

Recently, I was pleased to host our latest (the eighth) annual CEO Forums for our national trainees and graduates on development. As usual, these offsite events offer our younger Qataris an opportunity to meet with our management team and exchange ideas and information on their progress towards becoming established members of the Qatargas workforce. This year, I was particularly impressed by the growing maturity of the discussion, the enhanced awareness of their responsibilities and the willingness of so many young nationals to do what is necessary to build the skills needed to help Qatargas become the world's premier LNG company.

I am also particularly heartened by the emergence of our national female talents, some of whom participated in the keynote presentations and as award winners. Females make up the majority of Qatari college graduates these days and they represent a major source of national talent to draw on in the coming period. Qatargas is doing everything possible to integrate national females into our workforce and support their progress to the highest ranks in the organization.

It is common for managers everywhere to say that their people are their greatest asset. I believe it is not that simple. Instead, it seems to me that our greatest

asset is the right people in the right place. As I contemplate the goals and commitments of our revised Direction Statement, I am very conscious of the need to ensure that everyone who contributes to the Qatargas Vision, whether national or non-national, is entitled to maintain and develop their professional knowledge and skills to the highest level possible. The striking new, unprecedented, technologies in our expansion projects coupled with our commitment to aggressive innovation need the highest levels of knowledge and skill. In this regard, I have to say that I do not see training as a cost but as a critical investment for the future. Therefore, we will spare no effort in developing our learning strategies to enhance job competence and leadership at all levels of the organization.

As the years pass, it is a source of pride to observe the increasing numbers of "success stories" among our national employees as young graduates and trainees grow within the Qatargas fold into successful professionals and managers on a par with the best that any organization anywhere can produce.

Of course, this cannot be done without the valued support of our established workforce and the 50-plus nationalities that make up our corporate pool of talent. As we contemplate Qatargas' rise to the top

position in the LNG industry, we cannot overlook the contribution of our expatriate professionals without whom Qatargas could not have reached its current elevated position. They come from all corners of the globe and bring with them, unparalleled expertise and experience from a multitude of world-class organizations. They are the guarantors of our overall competence and an amazing source of support and learning for our nationals. We owe them a debt of gratitude and I affirm our commitment to their continuing tenure with Qatargas.

We exist as an organization not merely to maximize profits for our shareholders but in a special sense to create opportunities for human beings and improve the lives of people. For me, it is important that our people find meaning and the opportunity to excel in their work. Watching the startling rise of our Company as a global LNG player, I have become increasingly aware that Qatargas genuinely changes lives.

My management team and I are committed to doing all that we can to ensure that our people, whether local or expatriate, will continue to find purpose and fulfillment in sharing in the common pursuit of our Qatargas dream.

Faisal M. Al Suwaidi
Chairman and Chief Executive Officer

Qatargas holds eighth annual CEO Forums for Nationals



In two separate ceremonies held on 21st and 28th May, Qatargas Chairman and Chief Executive Officer, Mr. Faisal Al-Suwaidi, hosted the company's eighth annual forums for its national graduates and trainees.

These high-level events were attended by all nationals who are in the development and trainee programs of the company, along with their group and department managers, representatives from Human Resources and Training, Supervisors, Coaches and Mentors.

During the forums, individuals are encouraged to raise any issue in a spirit of free and open communication regarding their training and development and to share with management any

ideas and suggestions they may have to enhance the current program.

A major theme in each year's forums is the celebration of success. This year, Mr Al-Suwaidi presented special awards to the company's highest achieving trainees, graduates, coaches and to the managers of the best department for promoting "Quality Qatarization".

In a series of presentations, participants were given details of efforts made by the different departments in support of Qatarization and were familiarized with the Company's new National Development Division.

In addition, a number of established employees who have achieved high positions in the Company shared with

attendees their career histories and provided advice on how to succeed in one's career.

As with previous forums, feedback captured during the various sessions will be incorporated into action plans for implementation in the coming period.

This year for the first time, representatives of other sister companies in the oil and gas sector attended the forums to review best Qatarization practices and strategies.

Also invited were faculty members from the prestigious Tepper School of Business (Carnegie Mellon University) who are partners in delivering the Qatargas Executive Leadership Program. ■

Qatargas participates in the Environmental Fair 2008

Qatargas participated in Qatar Petroleum Environment Fair 2008 held at Doha Exhibition Center from 13th to 15th June 2008. The event was organized with the aim of raising environmental awareness and promoting environment-friendly habits.

Qatargas participation in this event was under the theme “environment protection is everyone’s responsibility,” and revolved around the role of the community in promoting a healthy living environment. Eco-tips cards that communicate and illustrate topics related to the environment were distributed. These include recycling materials and energy saving practices.

Mr. Toufik Benmosbah, Chief Safety Environment & Quality Officer, said; “Being an industry leader goes hand-in-hand with a commitment to achieving environmental excellence. Qatargas is committed to protecting the environment and the company has attained a number of firsts for environmental protection in Qatar.”

For example, Qatargas was the first company in Qatar to establish an ambient air quality monitoring program. The results have been provided important information to help set the agenda for future controls on air emissions for all Ras Laffan industries.

Qatargas was also the first company to apply for and receive consent to operate under the State of Qatar’s environment law. We strive to meet the conditions of these consents at all times and have contributed to the development of the state’s new environmental guidelines.

Qatargas’ stand with many educational and interactive displays attracted a lot of visitors.



A day in the life of Raed Yousef Mustafa Ibrahim

Raed is a Senior Operator with the Expansion Startup Group (Qatargas 2). He joined Qatargas in June 1998 in the Process Division and then moved to Sulfur Recovery Unit before transferring to his current job in September 2006.

Raed who hails from Jordan completed his education in Kuwait and worked as a Refinery Operator in Kuwait National Petroleum Company.

What are your responsibilities in your current position?

The responsibility of the Expansion Startup group is to start up the new LNG trains and ensure they operate smoothly and produce LNG reliably. At the moment, we are in the pre-commissioning and commissioning phase and my colleagues and I are involved in inspection of the pipes and systems and making sure everything is ready for safe start up.

We carry out air blowing, flushing the systems, preparing punch lists, cleaning and clearing the pipes and columns, degreasing the system and many other related activities in preparation for start up.

We also closely monitor and follow up the work being carried out by the contractors and make sure they adhere to our safety standards and procedures. We organize toolbox talks for the contractors and guide them as required.

We will operate the Sulfur Recovery Units (SRU) of the new trains.



How is it different from your earlier job and what makes it interesting?

Qatargas 1 was a running plant when I joined and upsets were rare. Now I am involved in the construction of the SRU for the new trains. However, I have worked in a similar role on the Acid Gas Enrichment unit and the Sulfur Recovery unit as part of the Qatargas 1 debottlenecking project.

I like my current job more mainly because on this project, we learn something new every day. Many of the technologies are being used for the first time ever. The management is doing a lot to train us to be the best in the world and

we will be, because we work hard.

We are now more involved in the procedures. There is a lot of on the job training and our skills are being developed. The company is bringing in the best vendors to train us. The managers are very supportive and everyone feels motivated.

What is your biggest challenge on the job?

The biggest challenge for the whole team is to produce liquefied natural gas and the other products such as condensate, propane, butane and liquefied petroleum gas safely from Train 4, without incidents or injuries and to maintain production with minimum

“The management is doing a lot to train us to be the best in the world and we will be, because we work hard.”

upsets or problems. We want to optimize production and at the same time ensure that everyone returns home safely, every day.

What do you like most about working in Qatargas?

One of the things I like most is the multi-national work force. The company has picked the best people from different parts of the world. They come from different backgrounds and bring with them a wealth of experience. This way, we get to share ideas and look at issues from various perspectives which in the end, leads us to the best solutions. We learn and develop together. I think this is

one of the main reasons behind Qatargas’ success.

Another aspect is the safety culture. The company is doing so much to protect its people and assets. We are encouraged to speak up when it comes to safety and we know our input is valued. We are treated well by the Company and I feel we should in turn do our part by taking care of ourselves, our colleagues and the company assets. As an operator, my aim is to minimize trips, optimize production and increase the company’s profit.

Tell us something about your family

My family is now in Jordan. They left

almost a year ago. They do come during school breaks. I have two boys and a girl. I do miss them a lot, but I talk to them every day. I visit them every two months.

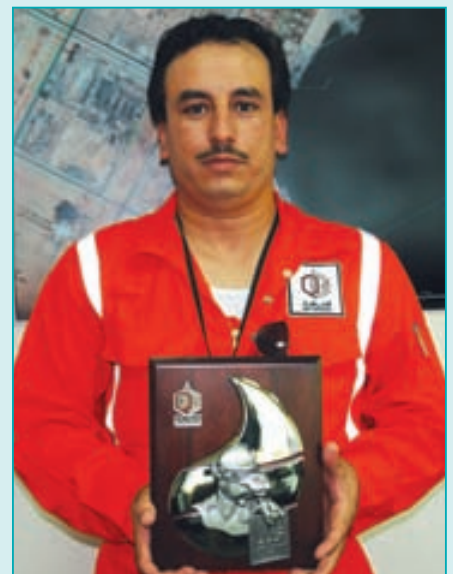
What are your interests outside of work?

I like to spend some time in the gym. Before last year, I won the middle weight power lifting competition in the community. The gym is now like my second home. I also like swimming. Trips to Doha for shopping and paying some bills or sorting out other matters also keep me busy after work. ■

‘Salamah’ gets a facelift

On May 14th, Mr. Arezki Achehat, Senior Operator, Expansion Startup CLP Team was presented with a plaque of appreciation in recognition of his efforts in creating a three dimensional image of the Qatargas safety mascot – Salamah. Mr. Toufik Benmosbah, Chief Safety, Environment and Quality Officer presented the plaque to Mr. Achehat.

The image has already been used on the cover of the Incident and Injury Free (IIF) course manual and is planned to be used on other material as well. ■



Qatargas safely completes major shutdown



On 10th May, Qatargas safely completed the major shutdown of its liquefied natural gas Train 1 at Ras Laffan. The shutdown which commenced on April 20th was concluded with no Lost Time Accidents (LTA) and no environmental issues.

The highlight of this achievement was that the duration of the shutdown which was previously 28 days was minimized to 20 days. This was achieved as a result of the innovative modular maintenance concept of the gas turbines. The shutdown involved

inspection of all equipment, some major upgrade of instruments and controls, maintenance work, engineering modifications and tie-ins for the Laffan Refinery and Common Sulfur Project, all of which are aimed at making the plant more reliable and minimizing down time.

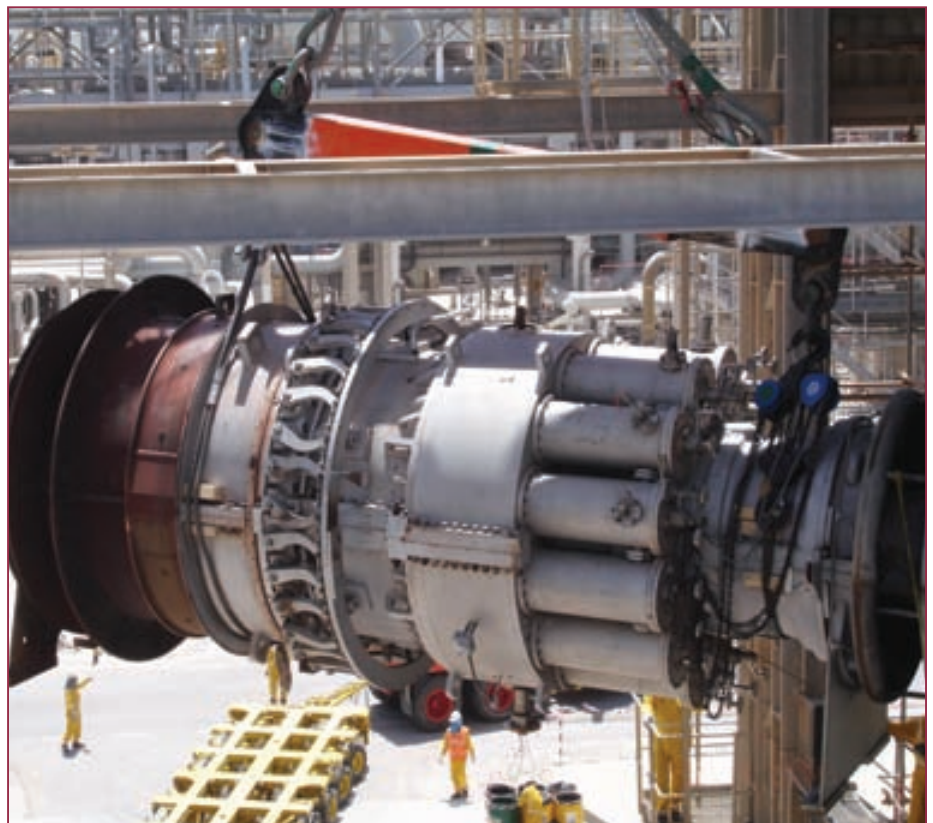
The themes for this shutdown were safety, health and environment, team spirit and housekeeping. The successful completion of the shutdown further demonstrates Qatargas' ability to achieve challenging objectives safely

through team work, excellent communication between the different teams involved and above all, the commitment to maintaining an incident and injury free work environment.

Commenting on this achievement, Jacques Azibert, Chief Operating Officer, Operations of Qatargas said; "I would like to congratulate all the people involved in this achievement, including our contractors General Electric and Descon and their subcontractors for a very well

“Our success demonstrates once again Qatargas’ strengths when facing challenges, safety consciousness, teamwork, motivation and commitment to do a good job among the different teams involved.”

- Jacques Azibert, Chief Operating Officer, Operations



executed shutdown and re-start of Train 1. Our success demonstrates once again Qatargas’ strengths when facing challenges, safety consciousness, teamwork, motivation and commitment to do a good job among the different teams involved.”

Close to 1350 people put in more than 340,000 man-hours of hard work to complete this shutdown safely and without any injury. This achievement follows the completion of five years without LTA on Qatargas’ operating facilities onshore. ■



Jacques Azibert - Five years at the helm of Qatargas Operations

Jacques Azibert, Qatargas Chief Operating Officer, Operations, will be leaving the Company later this year after leading the Operations Group for nearly five years. 'The Pioneer' had a chance to meet Jacques and ask him about his time with Qatargas and plans for the future.

How long have you been with Qatargas? How did it all start?

I joined Qatargas about five years ago, in September 2003. At that time, the expansion projects were taking shape and talks were ongoing about the Qatargas 2 Train 4. I realized that things were moving on the fast track and Qatargas was on the go. I was very attracted by the dynamic nature of the development that Qatargas was about to embark on, especially due to my background in technical planning, and was looking forward to being part of this fantastic adventure. I felt that the position of Manager Operations was a key position that would give me the opportunity to work closely with Mr. Faisal Al-Suwaidi. This is why I was motivated to come.

I also had the opportunity to meet and talk with Faisal's management team at the time, Hamad Al-Baker, Jim Adams, Mo Ghannam and Jean Greffioz, my predecessor. I was impressed by their friendly and easy-going nature, the cordial relations between them, and the strong team spirit. I felt very welcome and knew I wanted to be part of the Qatargas team. My final interview was with Faisal himself and I immediately felt at ease because of his friendly demeanor and straight forward manner.



What were your first few years at Qatargas like?

The evolution that brought us to where we are today was initiated at that time, although not fully defined back then. As Manager Operations I had to concentrate on Qatargas 1. Although I understood that it was not within my responsibility to define the new project, at least in the initial period after joining, I wanted to include a few of my own 'bricks' to fit into the whole edifice and contribute my own experience to leave my mark on Qatargas.

In creating my new role, I followed the direction set by Faisal, to come up with new ideas to assist anywhere I could, whether it was to improve and enhance safety or production. One of my first thoughts was to see how much more I could get from the existing facilities. Based on my operations

experience, I tried to identify areas where there was room for improvement. For the first two or three years, I concentrated on Qatargas 1, which came under my immediate scope while simultaneously looking at other areas where I could usefully contribute

What were you involved in immediately prior to your move to Qatargas?

Before Qatargas, I was in charge of Total's Northern North Sea Assets - a wider role compared to the one I now hold in Qatargas. There I was leading the business and commercial teams, planning teams, operation teams and so my spectrum of activity was broader.

My experience at the North Sea helped me a lot in optimizing the Qatargas 1 facilities because I was able to integrate reservoir,

“My final interview was with Faisal himself and I immediately felt at ease because of his friendly demeanor and straight forward manner.”

wells, surface facilities offshore, the pipeline and the plant. I could see the full picture. I was able to determine where I could gain and optimize.

What are the highlights of your career with Qatargas?

My ability to work with people has always been the high point of my career. I like the people that I work with and if I am successful, it is because of them. I enjoy working with people, and to share and communicate.

On the technical side, one of the first successes that I was part of was achieved offshore with the use of the smart plug which made it possible to avoid emptying the whole 32" pipeline when we had to change the shutdown valve at the outlet of North Field Bravo. This prevented venting and flaring all the gas from the 82 kilometer pipeline.

In fact, Qatargas was the first to use this technology in the Middle East. It was a significant achievement, not only from a safety and environment perspective, but the introduction of this new technique also reduced the time it took to complete the process from eight days to just two days. Mazen Abu Naba'a, the Offshore Operations Manager at the time, played a significant part in implementing this new innovative technology.

We successfully completed the Debottlenecking Project (DBN) and safely executed Simultaneous Operations (SimOps) during DBN. These challenging initiatives undertaken within a live, operational plant were pioneering endeavors. Moreover, we were able to further increase the production by 5 - 8% above DBN initial design.

Another success that took us three to four years to achieve was the modular maintenance initiative for the Frame 5 turbines, implemented during the Train 1 shutdown in April-May this year. This innovative approach of working around the gas turbines brought down the number of personnel involved from 400 to 200 and shortened the duration from four weeks to

three weeks. This was a major achievement resulting in less risk in terms of safety and a saving of eight days of production (which is equal to one spot cargo). Again, this was an achievement both in terms of safety and optimization of operations.

The Plateau Management Project (PMP) in which Sheikh Ahmed Al-Thani, Chief Operating Officer, Engineering and Ventures, played a major role is another success story worth mentioning. This involved a lot of study and planning to understand the reservoir better, to undertake reservoir measurements and evaluate and forecast the impact of drilling more wells. This resulted in launching the project at the right time so that we are able to manage the high H₂S content and address the related environmental aspects.

Associated with the PMP project was the drilling. We had to drill two wells on live facilities. Preparation and SimOps execution of the drilling was complicated and difficult. We had never done it before within Qatargas.

It involved a lot of team work and liaison with our sister company RasGas.

In the end everything went as planned because we were well prepared.

Also related to reservoir enhancement was the successful rig-less acidizing job of well NFB-18. This was another first in the domain of reservoir stimulation in Qatar and was a quite complicated operation both technically and logistically.

Another important step was looking at the expansion projects and the fact that we (operations group) are responsible for the start-up and preparation of the future operations of all these facilities. I was lucky to have a professional, experienced team when we decided that operators should be part of Expansion Startup Group (ESU) from the beginning in order to be familiar with the facilities and ensure smooth start-up and efficient operations.

We approached the project team with this proposal and received their support and the endorsement of the Chief Executive Officer. I am very pleased with what we achieved because together with Abdelkader Haouari, Expansion Start-Up Manager, we started with a blank page and succeeded in creating an efficient team. This has involved a lot of



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discussions with RasGas and networking efforts outside to identify best practices and come up with a plan as to how we would interface and find resources. The preparation phase was a fantastic experience and the execution is ongoing with new milestones being achieved in quick succession.

The Operations Group was also the driving force behind setting up long term contracts with General Electric (GE) and Emerson Process management. We met with the Supply Department and looked and how this could be done. We managed to bring GE to Ras Laffan and to have them set up a warehouse and workshop for maintenance of the turbines. We had a very good response internally and strong support from the management to go ahead with this initiative.

In parallel to the GE and Emerson initiatives, we also set up in collaboration with Ras Laffan Industrial City (RLIC), a task force to study the possibility of attracting more services companies to Ras Laffan. In addition to the end users, you really need a second row of professionals to provide support. We have started to move in this direction with GE and Emerson but

we need to attract more companies, especially shutdown companies, mechanical companies, etc. who are capable of carrying out some modification works and providing other services. This way we will be able to minimize the time spent on communications and logistics and concentrate on our core business – production of LNG. Given the large number of end users who are now operating in Ras Laffan, I am quite hopeful that we can attract the services companies and consequently optimize our cost, shutdown period etc. for the future.

Another important success I should mention was the benchmarking exercise. From this, we were able to see where we stood compared with the other LNG companies in the world. I am proud to say that we are now among the top three over the past two years.

Parallel to the Expansion Startup Group (ESU), we also set up the Ras Laffan Terminal Operations (RLTO) with managers coming from Qatargas, RLC and RasGas. This was another successful undertaking.

All of these and other successes that we have had were largely due to the dynamism and enthusiasm shown by our CEO. When

you have this kind of encouragement and support you can only progress.

But I must be honest and say here that I have also had my share of disappointments. And I would like to share some of those here because life is made up of both good and bad, or sad events. The scrub column affair was definitely one of the low points during my career in Qatargas. It was very unfortunate but we learned a lot from that and built on what we learned. That was not the only misfortune, it must be said. I was also saddened by the passing away of friends I worked with. I don't think I need to explain more. Everybody understands how it feels to lose friends and colleagues. They were people I really liked. I felt sad to see them go. Those were the really tough times.

What is your most memorable moment in Qatargas?

It is yet to come. It would be the safe and efficient start up of Train 4. I am confident that the team will succeed. From an operations point of view, I believe we are ready. We have good people and are recruiting experienced personnel. I am very happy with how things have gone so far. Yet having said that, we have to always expect the unexpected and I don't want to be over-enthusiastic because we haven't started yet, although the recent string of success we have had is a good sign – the boilers, the flare, the first power turbines, the first frame 9 etc. I am very confident about the ESU team.

What is the most difficult challenge you have successfully overcome?

People. Because we have over 50 nationalities, it is a daily challenge to make sure that all these teams speak to each other and work well together. I enjoy really being able to have a united team irrespective of their nationalities or their origin and I try to always have well balanced, multi-national teams. I don't want people to work in silos - and avoiding this is one of my day to day challenges. I try to make sure that when

“I enjoy really being able to have a united team irrespective of their nationalities or their origin and I try to always have well balanced, multi-national teams.”

other groups talk to Operations, they are talking to a unified team. I hate to see friction between the teams due to lack of communication. It is absolutely crucial that people respect each other.

Safety is always the most important challenge, and I am proud of what we have achieved in Qatargas in terms of safety excellence. We have achieved over five years onshore and six years offshore without Lost Time Accidents (LTA) and that doesn't happen very often - certainly not on any of my previous assignments. People are focused and personally committed to safety. It starts at the top and we are able to communicate. We have an open, transparent culture where people are able to talk together without blame or retribution. That is really one of our key strengths in Qatargas. Again, I care about my people, so I care about safety. This is why I put safety on top. In fact, as our CEO often says, safety is more than a priority; it is a value about which no compromise is possible. I don't want people to go back home hurt. Also, I hate seeing blood, and strangely, my father was a doctor.

During my early days in Qatargas, my main focus was on production. But I soon realized that it was closely connected with safety attitude. Coming from the North Sea, safety was always present and it was part of my mindset, but not to the extent that I saw in Qatargas. I had joined Qatargas post the 2002 incident which involved Mr. Pillai, who had been badly injured. That accident was the turning point that started Qatargas' journey towards safety excellence. I realized that having a safety attitude is an integral part of the optimization of the day to day activities. This is what shifted the focus from maximizing the production to enhancing safety. I am deeply convinced that the attitude you have towards safety should be no different from the attitude towards optimizing production, and that is do everything possible to achieve the desired results. Safety is something that should be embedded in your mind and it greatly



influences your efficiency at work. That was certainly one of the most important lessons I learnt from working with Qatargas.

Besides the deeply embedded safety culture, what other unique characteristics of Qatargas will you be taking with you when you move on to your next assignment?

The fact that we try to evolve with the world and the way we adapt ourselves and embrace change. Our pioneering spirit, our quest for innovation and the constant desire to stay ahead of the pack is something I am proud of. Qatargas has a great sense of anticipation, not resting on past success, but striving to continuously improve – not only on the technical side but also on the human side.

The way we worked with the CEO to renew our Direction Statement was a fantastic experience. For me, this is something I have never done before and I will use it in my future position. The way we communicate, the way we cascade and roll out the Direction Statement are some of the things I will take with me. The way our CEO talks and listens, and gets the most out of his people, his leadership qualities and

the way we are working together. I will definitely take these with me.

Tell us a bit about your future assignment?

If I am leaving, it is simply because I have been offered something by my mother company that I cannot refuse. In fact I am becoming the General Manager of a Total subsidiary. So, being the representative of your group in a country is an important job. It is a big move for me. It is something I have been waiting for, for a long time. My next assignment will be total GM in Pointe Noire, Republic of Congo, in Africa.

I have never worked in Africa before. I have worked in the Middle East, Europe and Asia, but never in Africa. However, when I was in Paris, I was in charge of all the Technical planning for Africa. So, I am familiar with the business in Africa. I know more or less all the existing facilities and the developments that have been made, because at the time I was in charge of the studies in Paris. Perhaps that is why they decided to offer this position to me. For me, this is a big achievement to reach such a position, since there is a lot of competition within Total which has close to 100,000 employees.

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Please tell us about your family and their impressions about the last five years in Qatar?

They have thoroughly enjoyed the time they spent in Qatar. Although a small country, it is very dynamic with a lot of things going on. My two younger children went to the French school here and were quite successful in their exams. My older son came here for six months as a trainee. He is now studying business in Barcelona.

My daughter is attending business school in Toulouse, France and is doing very well. My youngest son has still got three years before going to college. He will come with us to Congo. It is never easy when you move to another country, but I have been lucky enough to be able to educate my kids well. The system is good in Qatar.

Qatar has been a second home to them. This has been my longest stay on any foreign assignment and my wife and I have enjoyed it tremendously. The Asian Games was a fantastic success. A lot of sporting events are happening locally, tennis, golf etc. They are very well organized and are able to attract the best players in the world. Also in the field of education, what is happening

under the leadership of Sheikha Mozah is quite unique, amazing.

I have to say that I will still be close to Qatar even if I am a few thousand kilometers away. I will keep in touch and seek information, not only about the plant and Train 4, 5, 6 and 7, but also about the country and the many friends I have made here.

I will definitely be sad when I leave, but I hope people will keep in contact and even come and see me. I want to keep relationships alive despite the physical distance.

You have been quite successful as a manager over the last five years and are known to have a ‘can do’ attitude? What do you attribute your success to?

I like to be known for this kind of positive attitude. I believe it is much better to work in a friendly environment than with pressure. When you work under pressure, you get excited too quickly and are more likely to make mistakes. Sometimes you can never wipe away these mistakes. So, I hope people learn from this attitude and adopt the same.

I try to be open-minded and understand people’s character and attitude better. All teams are made up of individuals and, as a manager; you have to deal tactfully with the positive and negative traits of individuals. It’s an essential part of leadership. It is a message that I always try to push through.

I believe in the importance of delegation. I know my people. I delegate a lot and this is a way of empowering them. I guide them when they seek my help and will intervene only when I see something going adrift badly. If I have the impression that teams are going in the right direction, I try not to interfere. I would describe myself as very demanding but fair, honest and supportive.

And I am a firm believer in team work. As a manager, people are my primary asset. I am where I am thanks to them and my success is theirs and vice versa. Frankly, whatever you achieve in life is not achieved alone. Other people are always involved. I am very proud when I have a Shutdown executed safely and in time. It is the people in the team who have achieved it, not me. I just help, support and provide whatever guidance I think they need. If they need my backup, to go and discuss issues with the contractor for example, I am there for them. But they more or less take care of everything. So, again, success is their success, not mine. In fact, I am more proud when we are successful as team, rather than as an individual.

Anything in particular you would like to say to your people through the Pioneer?

There will be difficult moments for sure. I always advise my people when faced with challenges to calm down, look at the situation with a cold eye and evaluate the issues as a team. Seek help from others and be confident in their capabilities. This is our strength at present and for me it will be particularly crucial when we come to the start-up period. My message to them is to continue working with the same spirit, because we are well prepared. ■

“Frankly, whatever you achieve in life is not achieved alone. Other people are always involved.”

Qatargas wins top safety award

Qatargas recently won the prestigious International Safety Award from the British Safety Council.

Qatargas was given the award following gruelling tests by a strict independent adjudicating panel. Winners must have good safety policies, plans and commitment to health and safety at the highest level and also be endeavoring to improve the safety culture within their organization. They must detail their health and safety officers' qualifications and provide information about significant advances they have made in health and safety for the year.

Aniruddha Ghaisas, Plant Safety Officer from Safety, Environment and Quality Department accepted the award on behalf of Qatargas at the International Safety Award Winners' Banquet on May 16 in London.

Established in London in 1957, the British Safety Council is one of the world's leading occupational health, safety and environmental organizations. The council's mission is to support a healthier, safer and more sustainable society.

"This award is testimony to Qatargas' relentless pursuit of safety excellence. Safety is a core value in Qatargas and takes priority over everything else. We want all our people to go home safely at end of the day – this is what forms the basis of our safety philosophy. I would like to congratulate all those involved for winning this prestigious award and at the same time remind everyone that safety is the personal responsibility of each and



every individual.", said Faisal Al-Suwaidi, Chief Executive Officer of Qatargas

Mr. Brian Nimick, Chief Executive of the British Safety Council, said; "For more than 50 years, we have led the way in promoting health, safety and environmental best practice in society. In the 21st century, many organizations worldwide are now making health and

safety a top priority. Through achieving an International Safety Award, Qatargas is helping to make our vision of a safe working environment a reality."

Qatargas recently completed six years without Lost Time Incident (LTI) offshore and five years onshore on its operating facilities. ■

Qatargas: Commissioning and Start-Up phases

About Qatargas and its current expansions

Qatargas is moving forward to position Qatar as the world leader in liquefied natural gas. Being an industry leader goes hand-in-hand with a commitment to responsibly develop the nation's resources, achieving environmental excellence and engaging with our surrounding communities.

Through the three large Qatargas expansion projects, the Company is proud to contribute substantially to the development of the State of Qatar. With the start up of the first of the expansion projects we will be making history for our country, the region and the entire energy industry. In addition, the revenue generated from the gas processing activities will support the responsible development of Qatar.

We are approaching an exciting phase in the construction of Qatargas 2 Train 4 as we are nearing the end of pre-commissioning and moving rapidly towards the commissioning and start-up phases.

Commissioning and start-up phases

These phases are very important as the plant needs to be prepared or "commissioned" for operations before production can begin.

Commissioning and start up are the phase of the project when gas is introduced into the new facilities and equipment to test the production of the sales products including natural gas liquids (condensate, propane and



butane), liquefied natural gas and sulfur.

It follows an extensive pre-commissioning phase, after construction and installation involving over 300,000 individual systematic tests to ensure the newly installed equipment can be operated safely. Some of the activities that typically occur during this time are testing of the offshore production platforms, pipelines, power generating equipment, large compressors, turbines and rotating equipment, the new liquefied natural gas tanks, the loading berths and the numerous safety systems required to be in place before start-up.

Following the successful completion of commissioning the plant is started and begins to produce natural gas liquids, liquefied natural gas and the by-product, solid granulated sulfur.

What to expect during commissioning and start-up?

At this time and for a period of about 60 days, the following commissioning activities may be noticeable.

- A very bright and intermittent start-up flare that occurs during the preparation

With the start up of the first of the expansion projects we will be making history for our country, the region and the entire energy industry.



ensure that it meets the requirements of the Supreme Council for the Environment and Natural Reserves, Ras Laffan Industrial City as well as the standards set out by the World Health Organisation for such activities.

What have we done to minimize flaring during commissioning, start-up and regular operations?

For commissioning and start up flaring, the focus of the project team's efforts have been to minimize the amount of gas that would be flared during this phase of the project. The key activities undertaken to achieve this have been the building of an interconnector pipe between our existing Qatargas operations and the new train.

This will allow gas that is brought onshore which is not required for start-up to be turned into other products including liquefied natural gas and other products.

We have also designed the commissioning and start-up phases so that the minimum amount of gas is needed to start-up all the different parts of the plant and offshore platforms.

During regular operations we have strived to minimize flaring through the design of the plant and equipment. This includes the installation of additional and back up equipment, the ability to move gas between trains 4 and 5 to avoid flaring, the return of excess gas and jetty boil off gas into the system for processing and sharing of flare stacks between the four new trains (rather than one per train).

and commissioning of the various plant systems. There may also be some smoke, smell and noise which accompany this flaring activity. It is likely that you will see other RLC operators also flaring during this time.

- The flare will be visible from a tall stack (over 200 m high), which will initially have a small "pilot" flare to ensure gas remains lit. During the commissioning and start-up phases of the plant, the flare will be taller and will be visible in the Ras Laffan area, particularly at night.
- A flare is a crucial element of an LNG plant as it acts as a safety device to safely burn excess gas in a controlled manner and to protect the facility from over-pressurizing. Gas is flared through the tall stack to allow adequate combustion and dispersion well above ground level.
- Once normal operations begin, a small continuous pilot flare (as you may see now) will replace the large intermittent commissioning and start-up flare.
- The flaring that will occur during this time has been modeled and tested to

Qatargas 2 Offshore Project receives two prestigious awards



The Qatargas 2 Offshore Project was recently awarded two prestigious safety awards by the National Petroleum Construction Company (NPCC) at their Annual HSE and Quality Day held in April at the Rotana Beach Hotel in Abu Dhabi. The annual event was organized by NPCC to celebrate achievements in the areas of occupational health, safety, environment and quality.

At this annual event clients and subcontractors were invited to share their successes together with the various NPCC departments and project teams. This year's event included representatives from Qatargas 2, ONGC, Maersk, ADMA-OPCO, ADCO, Saudi Aramco, ZADCO, CCIC, and SWIRE Pacific.

In his opening remarks Mr. Aqeel Madhi, Chief Executive Officer of NPCC, reviewed the Company's successes in

2007 and highlighted the various business and safety milestones achieved during this period.

Following the opening remarks, a number of awards were presented to departments, vessels, clients, projects, and individuals for having achieved outstanding performance results in the areas of safety, health, environment and quality.

The first QG 2 Offshore Project award, the "HSE MILESTONE AWARD 2007", was received on behalf of the QG 2 Project by Mr. Talal Alami, NPCC Project Director, and Mr. Jim Volker, QG 2 Offshore Project Manager. This award is given to departments, sections, and barges that have sustained outstanding HSE performance and have continued to promote a high level of HSE awareness among their workforce for multiple years.

In addition to this award Mr. Jim Volker also received an "HSE Certificate of Appreciation" in recognition of the QG 2 Project Management Team's continued strong support of the HSE performance being achieved by NPCC and their subcontractors across the QG 2 offshore project. The QG 2 offshore project has achieved over 5.5 million man-hours without an LTI since the contract was awarded to NPCC in 2005.

The second QG 2 Offshore Project award, the "BEST HSE SUPPORT FOR YEAR 2007", was presented to Mr. Jim Adams, Chief Operating Officer, Qatargas 2 Venture. This award was presented in recognition of the leadership displayed by the QG 2 Management in preventing injuries and recognizing the workforce. The recipients of this award demonstrated safety leadership and were innovative and enthusiastic in marketing and promoting a superior level of safety culture.

Commenting on the occasion, Jim Adams said; "Safety has been the primary focus of the QG 2 Offshore Project since the beginning. The relentless pursuit of the goal that "Nobody Gets Hurt" has resulted in the project recently achieving a safety milestone of 8 million man-hours without a Lost Time Incident (LTI). Both the QG 2 Project Management Team and NPCC Management recognize that this major achievement was only possible with each and every employee and subcontractor playing an important part in safely completing their daily activities." ■

Laffan Refinery achieves major milestones



The Laffan Refinery Project continues to make good progress as shown by two recent milestones: achieving 12 million manhours without a lost time incident and energization of the Tank Farm substation.

As with all Qatargas projects, safety is the number one objective. GS-Daewoo, the EPC contractor for the refinery, has recently introduced DuPont's "Safety Training Observation Program" (STOP™) to the management and workforce. This tool is very effective in helping to identify safety improvement opportunities and facilitating communication about safe work practices. Brian Boles, Laffan

Refinery Project Manager, says; "The STOP™ program is recognized world-wide as a key tool in promoting a safe work place, and we are glad to have this tool at our site".

Energization of the Tank Farm substation is a key step in making the Tank Farm operational. The tool used to track completions and commissioning progress is Integrated Commissioning and Progress System (ICAPS). This system helps to ensure that when a sub-system or system is handed over from Construction to Commissioning, the system is in compliance with expectations. The Commissioning team also uses ICAPS to

track their work progress onto the Ready for Start-up phase.

Refinery Operations Manager Jacques Letessier says, "ICAPS allows the Construction and Commissioning teams to work closely together. It provides a good road map to the requirements for handover, and it tracks each task and punch list item from initiation through to closure."

The challenge continues for the Refinery Team to build upon these recent accomplishments. Everyone is looking forward to the continued safe work and hand over of the initial phase of the Tank Farm in the near future. ■

Qatargas 2 Subprojects continue to make strides in safety performance



We have all heard that we can count the seeds in an apple but not the apples in a seed. So it is with safety in Qatargas 2; we cannot quantify the many injuries prevented or lives saved by our numerous safety programs and initiatives. Yet we know with certainty that lives are being saved when we see the outstanding safety performance of the subprojects.

Although the Qatargas 2 subprojects vary in scope, location, and construction type, their individual integrated company/contractor management teams share a common commitment and passion for the Qatargas Incident and Injury Free principles to prevent injuries. For example, the Offshore Subproject, currently operating in both the Abu Dhabi NPCC fabrication yard and the North Field, has achieved an impressive safety record of zero lost time incidents (LTIs)

over the entire project which began in 2003. This represents more than eight million man hours.

Meanwhile, in Ras Laffan Industrial City, March 2008 had great significance for

both the Common Lean LNG (CLLNG) and the Common Sulfur Project (CSP) teams as they each completed more than one year without an LTI while individually accumulating more than nine million man



“ Preventing loss of life and injuries is more important than anything else we can do. ”

hours apiece. The CSP project is a consortium of the URS Washington Division and Al Jaber Energy Services while the CLLNG project includes CTJV, CCIC, IHI, and Archirodon.

Also in RLC, the massive Onshore Project with its 28,000 workers have already completed over 17 million man hours since the last LTI, and recently went 20 days without a single reportable incident, Incident and Injury Free is truly Possible!

The Ship Construction Project in Korea has also been making tremendous strides in protecting their approximately 10,000 combined workers. Collectively, since November 2007, the shipyards worked over 12 million man hours without an LTI on QG2 managed ships. That is an unheard of feat in the ship construction industry that was possible due to our Shipping Team's hard work and passion around safety coupled with the leadership and provision of resources by Qatargas management. As well there have been behavior change programs which focus on



worker involvement, enhanced procedures, shift to safety-oriented leadership in the shipyards, and the implementation of Lockout/Tagout (LOTO) for the first time in shipbuilding are some of the efforts that contribute to this effort.

Unfortunately, despite all of the hard work, management commitment, and

emphasis on fundamental safety process execution, a tragic incident occurred in late May. Two young men fell six meters from a completed platform and one tragically succumbed to his injuries several days later in the hospital. The other man is expected to fully recover. This was a terrible loss and a major blow to the shipyard and their extensive efforts to improve safety. As a result they have redoubled their efforts and have responded diligently and professionally to this incident. Work was stopped, a thorough investigation is underway, procedures are again under critical review, and face-to-face communications have been carried out with the entire shipyard workforce.

“This type of incident reminds us all of us why we must be so passionate and committed to safety – preventing loss of life and injuries is more important than anything else we can do”, said Jim Adams, Chief Operating Officer, Qatargas 2 Venture.



Safety really does save lives

There have been several near misses in the recent past that very dramatically illustrate the benefits of proper use of Personal Protective Equipment (PPE).

In October 2007 a Samsung Heavy Industries (SHI) shipyard employee, while working at heights wearing a full fall protection harness and 100% tied off, slipped and fell from a scaffolding structure and was saved from serious injury or death. He walked away from this incident and went home to his family that very night.

In another example, on March 3rd, 2008, a CCIC worker in the Onshore Project was walking at ground level when he was hit by 1.3 meter long structural handrail that was dropped from six meters above. His hard hat was broken due to the impact of the object and he did suffer a minor wound on the scalp. Luckily, the hard hat mitigated the life threatening blow and he was

able to return to work to support his family and share his story.

Most recently, Mr. Hassan Raja, CCIC scaffolder, is telling his story to all his fellow workers after being saved by his full body harness when he lost his balance and fell from scaffolding

while working some six meters above the ground. Adequate training and conscientious care and use of the required PPE protected him from a potential life threatening fall.

These stories further underline the importance of PPE and how it can mean the difference between life and death. On



Mr. I. Kuroda, CTJV Sr. Site Manager congratulating Mr. Hassan Raja

a project of this scale and complexity, nothing can be taken for granted and nothing can be left to chance. Much credit goes to SHI, CTJV and CCIC, and all of our project teams for their commitment and training provided to their employees in the proper use of PPE. ■

Seat belt 'Convincer' goes on site

Members of the Qatargas 3 and Qatargas 4 Onshore Project team were among the first to get a taste of the "Convincer" when the road crash simulation device visited the Project Office.

The Convincer reproduces the effect of being in a road crash at between five and ten kilometers per hour (kph). Participants are strapped into a car seat with a normal seat belt and are then propelled forward until the seat hits a buffer. Even at this low speed, the occupant is jolted forward with force. Anyone not wearing a seat belt would be severe risk of injury or worse – even at five kph a crash can have serious consequences.

Sessions are being organized for everyone working in the QG3&4 Onshore Project. To



date, 4,562 Onshore workers have been through the Convincer. Jim Gardiner, Qatargas 3&4 Onshore Project Manager said: "The Convincer shows people the reality of a crash. Many of our workers come from places

where seat belts aren't fitted in vehicles. We want all of our people to stay safe and wear their seat belts, whether in cars or on buses. Once they feel the effects, we hope everyone will be 'Convinced'." ■

Qatargas football team participates in Chairman's Cup 2008

The Qatargas football team participated in the Chairman's Cup 2008 football tournament organized by Qatar Petroleum from 24th April to 26th May, in which a total of 14 teams took part. The team scored a total of 14 goals in the tournament. Qatargas' Jamal Hijazi was joint top scorer with five goals. Qatargas put up a spirited performance and advanced to the quarter final stages before being expelled following a decisive penalty shoot out.



Risk Based Inspection review conducted on Qatargas facilities

Risk Based Inspection (RBI) review was recently conducted on Qatargas facilities from March 6 to March 12. The Risk Based Inspection study for static equipment and piping was conducted by the Integrity and Reliability Division using Shell-RBI methodology.

RBI implementation should significantly reduce inspection and maintenance cost for future shutdowns and allow Inspection staff to focus on more critical items.

A multi-discipline Qatargas team from Integrity and Reliability, including Inspection and Corrosion Engineers, and Plant Operations participated in RBI review. The review was also attended by



an RBI specialist from Shell Global Solutions. The RBI team worked collaboratively, shared resources and

information resulting in a significant contribution to the company.

Qatargas Doha Clinic – providing excellent services



‘The Pioneer’ talked to Dr. Osama Ibrahim, Chief Medical Officer at Qatargas, about the facilities and services available to Qatargas Employees at Al-Ahli Clinic in Doha.

While deciding on the best health insurance polices and after reviewing many options, Qatargas medical center proposed to own and operate a dedicated clinic for Qatargas employees living in Doha. The idea was then endorsed by the Chief Executive Officer and the management leadership team. Thus, Qatargas Doha Clinic, which is located in Al Ahli hospital campus, was established on Dec 9th 2007.

This option has allowed Qatargas medical center to control and monitor the quality of services available to its employees.

Qatargas Doha Clinic’s current scope of services includes both medical and dental care. The organization structure for the medical center includes: a Chief Medical Officer, four physicians reporting to a Senior Medical Officer, three Dentists reporting to a Senior Dentist, and five Nurses reporting to a Head Nurse. In addition, there are four Dental Assistants and three Administrative Assistants.

The operating hours for Qatargas Doha Clinic are from 8 am to 8 pm on

weekdays, 10 am to 2 pm on Saturdays and the clinic will be closed on Fridays. For emergency cases after work hours, patients can use either Al-Ahli Hospital emergency services or Hamad Hospital. These two options ensure people can receive 24 hour medical care in Doha.

Qatargas Doha Clinic utilizes the Quality Control Medical System to monitor the quality of the services being offered. The medical team is constantly communicating with representatives from Al-Ahli Hospital making sure that the quality of care given to Qatargas employees is a world class service. It is, in fact, mandated in the agreement between Qatargas and Medicare to



maintain it at the highest level at all times. The medical team has been stressing the importance of customer

satisfaction to their staff. They are open for suggestions to improve the quality and services. In fact, they monitor closely

the cases raised by former patients. Dr. Osama said, “We do study our cases and look for feedback.” He continues by pointing that, “a head nurse will call three patients daily asking specific sets of questions to receive feedback.” The overall feedback has been positive and comments have been used to enhance many services.

The Clinic was established originally to serve Qatargas staff only. Recently, RasGas joined the Clinic as well. The medical team has been working hard to consolidate and accommodate all registered patients from both companies without compromising the quality of services. To date the medical clinic has 9,000 registered patients. ■



Qatargas security team hone their skills

In early May, staff members from Qatargas Security Section, underwent further training in Security Skills.

This training was designed to complement their knowledge in Security Driving Skills, Patrolling Skills, Searching Skills, Communication and Customer Service as well as First Aid and Firefighting refresher courses.

This is the first of several courses that have been scheduled this year. ■

Heat stress – symptoms and preventive measures

The months of July through September are considered to be the hottest period of the year in Qatar. It is not unusual for the mercury to hit the 50° Celsius mark during this period. Combined with the high relative humidity which on most days hovers around the 80% mark, heat stress is a major health concern during this time of the year, especially for those working outdoors for prolonged periods.

Heat stress occurs when the body becomes dehydrated and is unable to cool itself enough to maintain a healthy temperature. Symptoms of heat stress include heavy sweating, paleness, muscle cramps, tiredness, weakness, dizziness, headache, nausea or vomiting and fainting. If left untreated, this can lead to heat stroke, which is a life-threatening medical emergency. Common symptoms are high body temperature, the absence of sweating, with hot red or flushed dry skin, rapid pulse, difficulty breathing, hallucinations, confusion, agitation, disorientation, seizure or even coma.

With the expansion projects in full swing and the ongoing preparations for the start up of Train 4, major activities will inevitably be carried out under extremely hot weather conditions. This makes it all the more imperative that we understand what heat stress is, and take all necessary precautions to prevent it.

The Qatargas Medical Department has a comprehensive program to deal with heat stress. The Industrial Hygienist conducts personal monitoring on exposure to heat

stress and ensures recommended mitigating measures are in place at the work place. The duty nurses and ambulance standby services are available to provide immediate medical assistance to anyone who succumbs to heat exhaustion or heat stroke.

Some of the preventive measures are as follows:

1. Encourage intake of water every 15 - 30 minutes interval to prevent dehydration.
2. Provide light snacks during breaks and promote drinking of water.
3. Minimize loss of body fluid through urine by avoiding drinking coffee, tea, or medication that have a diuretic effect and promote frequent visits to the washroom.
4. Promote less protein diet for lunch, thereby reducing metabolic heat generated by the body by 30%.
5. Take regular break in shaded area, 10 - 15 minutes every two hours to allow body to transfer heat (radiation) from a warmer body to cooler shaded surrounding.
6. Allow duration for acclimatization and avoid rest periods of more than four days to maintain workers' degree of acclimatization.
7. Be vigilant on workers' behavior and early symptoms with headache, dizziness, heavy sweating, short and rapid breathing and vomiting.
8. Trained personnel to be on standby to provide immediate first aid to stabilize victim on heat exhaustion.

