

JANUARY 2018



SHELL WORLD QATAR

ECONOMIC | SOCIAL | ENVIRONMENTAL | HUMAN

AMRO AL-HAMAD

FREE DIVER EXTRAORDINAIRE

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QATAR'S SUCCESS KNOWS NO BORDERS

Celebrating Qatarization at Qatar Shell

GROUNDS FOR CHANGE

Playing a part in a cleaner energy future



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“FOREWORD

It is my pleasure to welcome you to the 12th edition of Shell World Qatar magazine. As we enter 2018, I reflect back on the 9 months that has passed since taking over as Managing Director and Chairman of Qatar Shell – and it would be an understatement to say it has been an exciting start to my tenure.

Almost to the day I arrived in Qatar at the beginning of April, Qatar Petroleum lifted a self-imposed moratorium on developing the North Field, which had been in place for more than a decade. This exciting announcement, consistent with QP's drive to carefully monetise its gas reserves and its ambition to increase LNG output to 100mtpa, opens up opportunities for Qatar Shell to expand its existing strategic partnership with QP further in 2018, both in the LNG and Petrochemical arenas.

This was followed less than 2 months later by the imposition of the diplomatic blockade. It has been a great honour to witness how the State of Qatar, wisely led by HH The Emir, has responded to the situation. One of the key measures taken has been to actively pursue increased self-sufficiency and Qatar Shell is pleased to have been able to lend its expertise in support of this goal – especially in the area of local content and SME Development.

In line with the mantra of “business as usual”, products from Pearl GTL continue to be shipped, without any interruption as a result of the blockade, to markets across the globe - generating significant value to both the State of Qatar and Shell.

At the same time we are extremely proud to partner with Qatar Petroleum in Qatargas 4. January 1st 2018 saw the new Qatargas company, integrated from Qatargas and Rasgas, go live and we look forward to

witnessing the worlds largest LNG company continue to set the benchmark for operational excellence and reliability. However, as we aspire to be the partner of choice to the State of Qatar, we look to also grow our partnership beyond the borders of Qatar. In October our strategic partnership with Qatar Petroleum resulted in the consortium winning the bid for the Alto de Cabo Frio-Oeste block in the prolific Santos hydrocarbon basin offshore Brazil. We look forward to the drilling of the first exploration well.

Underpinning all of this existing business and growth activities is our continued commitment to Qatarisation and the development of the many Qataris that have chosen to work for Qatar Shell. We see Qatarisation as a business imperative and I am absolutely convinced that if we continue to invest in and give opportunities to our Qatari staff then it will be repaid ten-fold as we see them become the future leaders of businesses throughout Qatar. In December we held the annual Qatarisation Day under the theme of “Qatar's Success Knows No Borders”. Guest of Honour, Saad Al-Kaabi, CEO Qatar Petroleum, gave the keynote speech and took part in a lively Q&A. You can read more about the celebration later in the magazine.

These are just a few examples of the work that has kept us busy and energized in 2017 and I look forward to the challenges and excitement in the year ahead.

On behalf of the entire Qatar Shell community, I wish you all prosperity and good fortune during 2018.



Andrew Faulkner

ANDREW FAULKNER
Managing Director and Chairman
of Qatar Shell Companies



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PILLARS OF THE QATAR NATIONAL VISION 2030



Economic Development
Development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for all Qataris both for the present and for the future



Social Development
Development of a just and caring society based on high moral standards, and capable of playing a significant role in global partnerships for development



Environmental Development
Management of the environment such that there is harmony between economic growth, social development and environmental protection



Human Development
Development of all Qataris to enable them to sustain a prosperous society

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If you have any feedback or would like
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EVENTS GALLERY



SAAD AL-KAABI, CEO AND PRESIDENT OF QATAR PETROLEUM, SIGNING THE COMMITMENT BOARD AT QATAR SHELL 2017 QATARISATION EVENT.



ANDREW FAULKNER, MANAGING DIRECTOR AND CHAIRMAN AND RASHID SULAITI, DEPUTY GENERAL MANAGER INAUGURATING THE QATAR SHELL MAJLIS



BEN VAN BEURDEN, CEO ROYAL DUTCH SHELL, PRESENTING THE AWARD FOR QATAR SHELL ACHIEVING 40 MILLION MANHOURS AT GOAL ZERO



QATAR SHELL AND GDI – SIGNING AGREEMENT FOR GDI TO PROVIDE ONSHORE DRILLING SERVICES



QATAR SHELL CELEBRATING 1000 DAYS LTI FREE.



BEN VAN BEURDEN, CEO ROYAL DUTCH SHELL VISITS PEARL GTL



MARTIJN VAN HARDEVELD – CELEBRATING 20 YEARS OF SERVICE IN SHELL



QATAR SHELL SUPPORTING BREAST CANCER AWARENESS MONTH



PEARL GTL MANAGEMENT COMMITTEE – HOLDS 4TH QUARTER MEETING AT PEARL GTL

AMRO AL-HAMAD

FREE DIVER EXTRAORDINAIRE

AMRO AL-HAMAD, A QATARI NATIONAL, RECENTLY RETURNED FROM GREECE WHERE HE SET TWO GCC RECORDS IN THE ULTIMATE SPORT OF FREE DIVING. SHELL WORLD QATAR MAGAZINE CAUGHT UP WITH AMRO TO TALK ABOUT THESE OUTSTANDING ACHIEVEMENTS AND TO SEEK HIS REFLECTIONS ON HIS CAREER WITH QATAR SHELL.





WE KNOW THAT YOU ARE A PROFESSIONAL RACING DRIVER, BUT HOW DID YOU ARRIVE AT FREE DIVING?

I haven't actually transitioned as much as I have shifted more attention to free-diving since my racing at this level has moved to more competition in Europe and because of lack of sponsorship I am giving free-diving more attention at the moment as I can support myself financially to practice and compete.

GIVE US SOME BACKGROUND ON THE SPORT OF FREE DIVING AND THE CHALLENGES THAT YOU HAVE TO FACE.

Freediving is a form of underwater diving that relies on divers' ability to hold their breath until resurfacing rather than on the use of a breathing apparatus such as scuba gear. We rely on the capacity of our lungs to store the oxygen required , raising the level of oxygen in the blood and last but not least loads of relaxation to decrease the heart beats and hence decrease the body's oxygen consumption. Some think it's all about holding your breath which is the case in a couple of disciplines in freediving like static apnea (Breath hold without movement) or dynamic apnea (Diving on one breath of air horizontally in a swimming pool for the furthest distance). In depth disciplines the challenges to deal with are way more, we

have to deal with 2 very important factors, The pressure as we get 1 more bar of water pressure every 10 meters down squeezing our bodies and getting our vital organs to 1/3 of their regular size as well as equalization of the sinuses and the ears. A lot of time, effort, technique and training and understanding your physiology and body reaction to these external factors go into it.

Free diving is not a new sport to us here in Qatar. It's a part of our history and heritage. Our ancestors relied on free diving to hunt for pearls and for a long time it was a profession they relied on to support their families. Some government organizations like Katara are contributing into resurrecting the sport and through holding traditional free diving championships for pearls hunting (Senyar) yearly to remind our people and children where we came from and how our ancestors strived for a living.

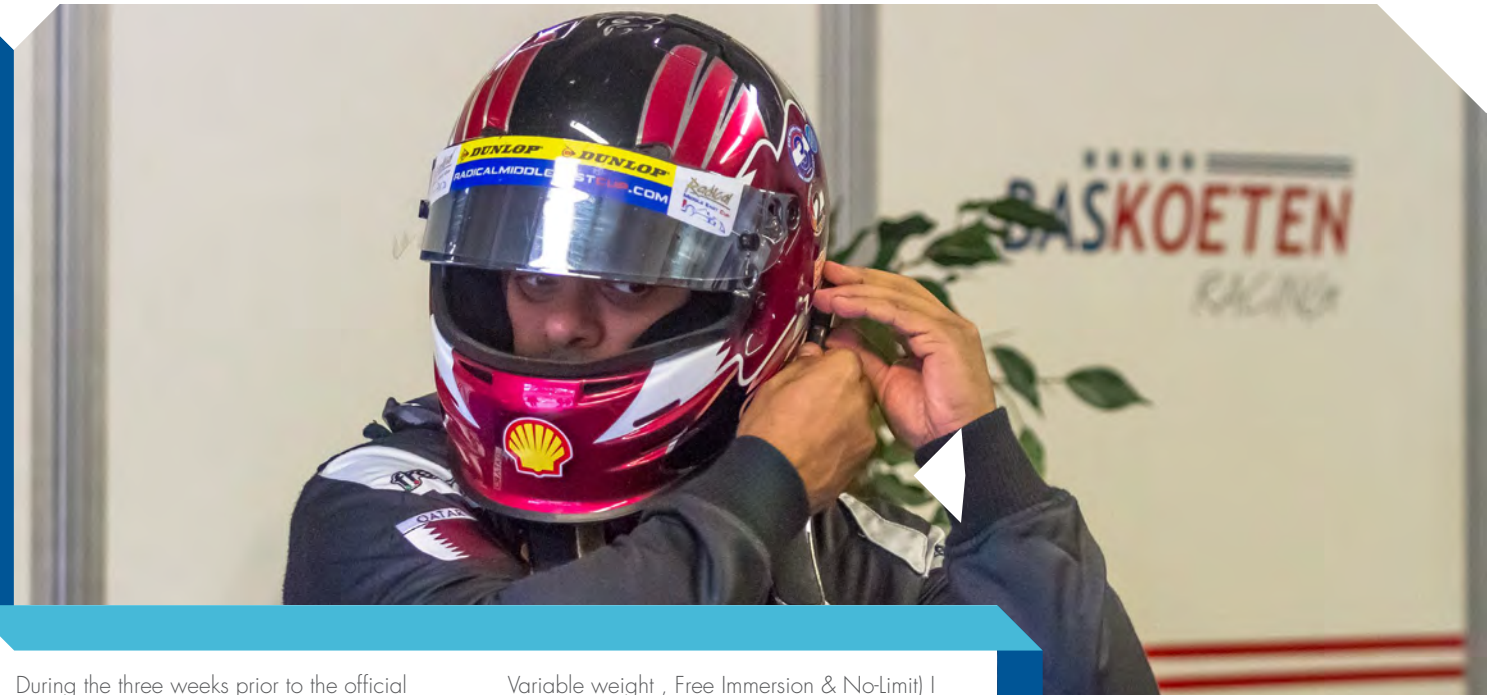
YOU ARE OBVIOUSLY VERY DRIVEN. WHAT PUSHED YOU TO ATTEMPT THESE TWO RECORDS?

Qatar had no recorded depth attempts ever before 2015 and I thought it would be great to put the name of my nation on the map and set a respectable base from which the future generations can launch from and initiate the progress in a sport that is part of our culture and heritage . I went ahead and set the first official records in September 2015 in Greece

after more than a year of planning and training. The records were GCC records for a short time before the Variable weight one (-70 Meters) was broken shortly after by a free diver friend of ours from Kuwait (-72 Meters), which actually made me happy and gave me more fuel for my fire to go back again and break it but this time with a bigger margin to make the job even harder for the next person to break it and hence an even harder job for me to catch up. Only that way will we develop and discover our potential, stretching our abilities within safe boundaries is always the way forward.

TELL US A LITTLE ABOUT THE TRAINING YOU UNDERWENT BEFORE GOING TO GREECE?

Unfortunately in Qatar we don't have access to depth and the water temperature, underwater currents and visibility are not ideal so depth training here was not an option. But there is much more than we can do to start to get ready for depth attempts. There was a lot of dynamic apnea training in the swimming pool, exercises called negative dives where I can mimic the same feeling of pressure and equalization of up to -60 Meters in just a pool of 5 meters deep , breath hold exercises , diaphragm and lung capacity and flexing , a lot of exercises to train my body and muscles to work with the low levels of Oxygen and high levels of Carbon dioxide .



During the three weeks prior to the official attempt I sleep in a special tent built over the bed where I can control the percentages of oxygen and carbon dioxide. We start with normal ambient percentages and then slowly increase the CO2 and decrease Oxygen. When it came to diet, a couple of months before the camp prior to the attempts, we decreased dairy products consumption and we cut it out completely a month before as dairy products have a huge effect on the production of mucus in the sinus and makes it quite hard to equalize under depth.

WHY WAS GREECE CHOSEN AS THE LOCATION FOR THE RECORD ATTEMPTS?

The gulf of Messenia in Kalamata Greece is a perfect location for free-diving as the conditions are nearly always pristine. We have access to depth quite close to the beach, there are no underwater currents as it's inside a gulf and the conditions are predictable so we get more time to be in the water versus some other places where the weather is changing all the time. I also get to train with champions in the field and under the supervision of Stavros Kastrinakis the World champion in the Variable Weight Discipline. The contact with more experienced people has its benefits. The quality of the safety standards and the safety divers is something also that shouldn't be overlooked , the professionalism of the crew and the capability is on a different level and contributes a lot in my relaxation during the dives .

EXPLAIN THE FREE DIVING CATEGORIES OF VARIABLE WEIGHT AND NO-LIMIT?

There are different categories in free diving (Constant weight, Constant without fins ,

Variable weight , Free Immersion & No-Limit) I specialize in Variable weight and No-Limit and the difference between both is that in Variable weight (VWT) I sit in a Specially made sled that has weights attached to it and it pulls me to the bottom and I have to swim all the way up using a custom made monofin. In No-Limit you get pulled down with the same sled but in a standing position and you operate a pressure tank that fills up a balloon (Lift bag) with air and it lifts the whole assembly up, I can't stay attached to the sled to the surface as I have to do a decompression stop around 30 meters below the surface to allow Nitrogen to leave my body and slowly I can start ascending up. The hardest part in all free-diving disciplines are the last meters of the dive since the body is totally exhausted and the challenge is to keep conscious upon surfacing and do a dedicated protocol proving you are still in your senses and aware of what you are doing . In some occasion divers suffer from what we call an LMC or a loss of motor control or a Black out where the diver loses all consciousness for a few seconds before coming back and the dive is not considered successful if any of these occur. LMCs and Blackouts are not harmful to the human body or to the brain they are just reflexes considered as gifts and firewalls protecting our bodies.

NOW YOU HAVE SMASHED THESE TWO RECORDS, WHAT ARE THE NEXT CHALLENGES IN YOUR SPOTLIGHT?

My next step would be towards becoming the first GCC citizen to pass the 100 meters marker on one breath of air, we will try also to chase the Asian Variable Weight record in 2018.

YOU HAVE RECENTLY CELEBRATED A DECADE AT QATAR SHELL, WHAT WOULD BE THE HIGHLIGHT OF YOUR

CAREER SO FAR AND HOW DO YOU MANAGE TO MARRY YOUR JOB WITH YOUR SPORTING COMMITMENTS?

I have moved between positions in Qatar Shell throughout the 10 years I have spent in Shell starting with being a Global Asset Analyst in the IM&T department to my position now in the TA department as a Turnaround Engineer passing through Rotating Equipments, Reliability, and maintenance departments. I would say the biggest highlight throughout my career was being the Execution Lead for finger 2 during the recent SEC project. I had the chance to stretch beyond my comfort zone and discover more capabilities.

It's quite challenging time wise to marry both my job commitments and sports. I tend to use my leave days very efficiently to attend events abroad and time them properly when it comes to attendance, flights and arrival times. A planning skill I picked up along the years in Shell. I am also eligible for ten working days every calendar year granted to me by the ministry of youth and sports for representing the state of Qatar abroad.

IN CONCLUSION, WHAT ADVICE WOULD YOU GIVE TO YOUNG QATARI'S WISHING TO EMULATE YOU AND TAKE UP FREE DIVING?

The first and most important thing is to be safe, understand all the aspects around freediving as a sport through attending a certified course. It's not rocket science or need super human capabilities but can be quite dangerous if not practiced in the right circumstances and under the proper precautions.





QATAR'S SUCCESS KNOWS NO BORDERS

CELEBRATING QATARIZATION AT QATAR SHELL

Under the theme of "Qatar's Success Knows No Borders", Qatar Shell recently held its Qatarization Celebration event hosted by Andrew Faulkner, Managing Director and Chairman. This is an annual event held to celebrate and recognise the contribution of all Qatari employees to the success of the company. The theme was chosen as it not only reflected the success of the highly talented Qataris in Qatar Shell but also acknowledged the extraordinary response the State of Qatar, wisely led by HH The Emir, has made to the diplomatic blockade.

Qatar Shell was extremely honoured to welcome Saad Al-Kaabi, CEO and president of Qatar Petroleum, as the event's Keynote Speaker. Mr. Al-Kaabi shared his inspirational career journey, stressing that it had taken a lot of hard work and commitment to reach where he is today. His speech highlighted the key elements to becoming the best you can be, including personal accountability, the responsibility of leadership to ensure that the right opportunities and succession plans are in place, and the responsibility we all have as individuals to perform—and deliver—to the best of our abilities each and every day. "You don't always know your capabilities until you test yourself," he said. He then took part in a very lively question and answer session. Before Mr. Al-Kaabi left the event, he inaugurated the Commitment Board, by adding his personal commitment to Qatarisation

Other distinguished guests attending included Hamad Al-Hammadi, Head of Qatarisation

and Ahmad Al-Amoodi, Manager Oil and Gas Surface Development, both of Qatar Petroleum. During the event, a discussion panel took place on Business Continuity & Local Talent Influence. Considering the ongoing diplomatic situation, this was a very relevant topic and elicited an energetic conversation. This was followed by an introduction to the Technical Preparation Programme (TPP) together with recognition for recent TPP graduates.

A key element on the day's agenda was recognition of Learning Successes. Certificates of completion were awarded to Shell Graduate Programme (SGP) and Shell Advance Technical Programme (SATP) graduates. Certificates were also presented to staff for High Academic Performance and Post Graduate Sponsorship achievement.

“ You don't always know your capabilities until you fully test yourself **”**

Saad Al-Kaabi
CEO and President, Qatar Petroleum



Qatar Shell's efforts to become the employer of choice are premised on a clear vision that Shell's operations in the country are essentially led by Qataris in the future. This is demonstrated by employing and developing Qatari staff at all levels throughout the organisation and across all functions of the business. This approach aligns with one of the main pillars of Qatar's National Vision: developing human capital. Shell provides multiple approaches to learning and development, which include on-the-job coaching, mentoring, short-term international assignments, online training and internal and external courses.

Underpinning Qatar Shell's Qatarization ambitions, it was very fitting during the event to announce that Misfer Al-Bidaiwi, Pearl GTL's Production Manager, will take over as Vice President Pearl GTL from Mark Pattenden in May 2019. The role of Vice President Pearl GTL is one of the biggest jobs globally in Shell. Misfer is a role model for what can be achieved when you combine intelligence, leadership skills and plain hard work. His future promotion represents a huge step forward in our commitment to have high-performing Qataris better represented throughout all levels of the company - including the most senior roles.





TAFAWOQ NURTURES HUMAN CAPITAL TO DRIVE QATAR DEVELOPMENT INTERDEPENDENCY AND PARTNERSHIP

PROJECT MANAGEMENT COURSES HELP STRENGTHEN BUSINESS GROWTH



As Qatar's infrastructure continues its rapid expansion, the ability of professionals to calculate risks and oversee the execution of megaprojects has become increasingly important to the country's sustainable development. Materials and equipment aren't—know-how has become the keystone to these critical efforts.

Leading project management professionals in Qatar have been given an opportunity to scale new heights in their careers and advance their skills through TAFAWOQ, a training initiative established by Qatar Shell, in collaboration with Qatar Petroleum and Hamad Bin Khalifa University (HBKU).

The intensive training provided by TAFAWOQ allows industry professionals involved in the

delivery of complex infrastructure projects in Qatar to hone their project management and leadership skills through a number of courses. Recent course offerings include Essentials of Project Management, Applying Project Controls, Contributing Projects, Effective Project Contracting, and Managing Opportunity and Project Risks.

"The TAFAWOQ programme is designed to teach professionals critical skills in a variety of industries needed to successfully deliver the many ambitious megaprojects currently underway in Qatar," says Bader Al-Jaidah, Director of TAFAWOQ. "These projects rely as much on human capital as they do physical resources, and TAFAWOQ's rigorous courses are tailored toward the unique issues facing Qatar's project leaders."

TAFAWOQ is making vital contributions to the Human Development pillar of the Qatar National Vision 2030 by advancing the skills of project management professionals who play an integral role in shaping the country's roadmap for the future. The Human Development pillar is focused on developing critical professional and educational skills and know-how to ensure a prosperous future in Qatar.

Project management professionals who have taken TAFAWOQ courses are better equipped with the skills to effectively oversee the execution and successful completion of key construction and engineering projects that adhere to industry best practices. And graduates of TAFAWOQ's courses not only help increase their own capabilities, but also raise the skill level of their



own organisations, leading to better overall business outcomes.

TAFAWOQ courses are delivered through virtual learning, work-based activities and face-to-face training, based on the internationally recognised and accredited Shell Project Academy "Pentagon model" to ensure industry professionals receive both executive education and ongoing competence development support.

"As the largest international investor in Qatar, we at Qatar Shell take our commitment to developing human capital, in line with the Qatar National Vision 2030, very seriously. TAFAWOQ has graduated hundreds of participants from the nation's leading organisations, which play a vital role in driving the development of Qatar, and the skills learned in our courses are contributing to that overall growth," says Bader Al-Jaidah.

Since its inception in 2012, TAFAWOQ has graduated more than 800 project management professionals from its courses who hold senior project management roles in some of the top organisations in Qatar including Qatar Petroleum, Qatar Gas, Ras Gas, ASTAD Project Management, Oryx, Kuwait Oil, Qatar Airways, and Qatar Shell.

With major infrastructure developments planned and several underway, the investment in human capital offered through TAFAWOQ is paving the way for a sustainable future driven by industry professionals who employ their advanced project management skills to drive economic growth and long-term prosperity in Qatar.



“

THE TAFAWOQ PROGRAMME IS DESIGNED TO TEACH PROFESSIONALS THE CRITICAL SKILLS IN A VARIETY OF INDUSTRIES WHICH ARE NEEDED TO SUCCESSFULLY DELIVER THE MANY AMBITIOUS MEGAPROJECTS CURRENTLY UNDERWAY IN QATAR.

Bader Al-Jaidah
TAFAWOQ Director

”

KOORA TIME

TEACHES HEALTHY HABITS TO QATAR'S YOUTH



Qatar's passion for football is well known, and Qatar Shell is partnering with Qatar Football Association (QFA) to use that love of the game to build healthy habits in the nation's youth. Koora Time, currently in its sixth season, is an award-winning initiative designed to improve the health and well-being of Qatar's youth through football. The 18-week initiative, provides access to participants aged 7 to 18 to 72 hours of physical activity, along with more opportunities and spaces to play football.

Koora Time is based on FC Barcelona Foundation's FutbolNet methodology. In October, Koora Time held a three-day coaching clinic hosted by FutbolNet coaches at Aspire Dome. The seminar focused on five teaching modules that address healthy living through football. More than 90 local coaches from the QFA and Qatar Women's Sports Committee, including Qatari men and women, attended the seminar.

Already this season, more than 1,100 children have participated in Koora Time, with girls making up nearly half that number. Since its launch in March 2013, the programme has benefitted over 17,500 boys and girls across Qatar.

Koora Time contributes to Qatar Shell's goal to go beyond philanthropic donations to support Qatar National Vision 2030 in each of its four pillars, by delivering long-term contributions to society and generating measurable impact. So far, the

returns are encouraging: 80 percent of last year's participants saw a significant reduction in their Body Mass Index (BMI), which measures body fat based on height and weight.

"At Qatar Shell, we understand that delivering sustainable positive impact to Qatar means partnering with organizations such as QFA to develop initiatives that deliver long-term benefits. By helping Qatar's youth develop active lifestyles, Koora Time is paving the way for a healthier future in the country," said Mohammed Abu Jbara, CSR Manager, Qatar Shell.

In recognition of this positive impact on Qatar's youth, Koora Time has received numerous awards, including the Sports Industry Award for Best CSR Initiative in 2014 and 2016, the 2015 CSR Award Qatar for Best CSR Impact Initiative, the 2014 Dar Al Sharq Corporate Social Responsibility Award for the Best Sports Initiative, the 2014, 2016 and 2017 AFC Dream of Asia Award in the area of social responsibility, and the 2017 QFA Award for Best CSR Programme.

To find out more about KOORA TIME or to register your child for the programme, please visit:



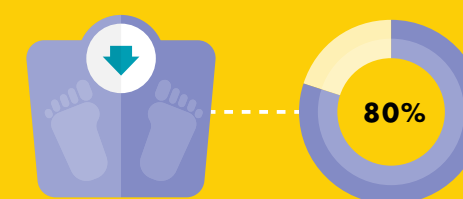
www.kooratime.qa



Koora Time improves the health and well-being of young people in Qatar through football

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FOOTBALL FOR A HEALTHY FUTURE

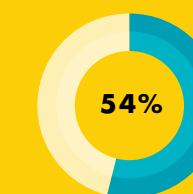


80% of participants improved their Body Mass Index through Koora Time

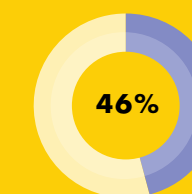


8 AWARDS locally and internationally

A PROGRAMME FOR ALL



Boys



Girls

1500 Participants per year

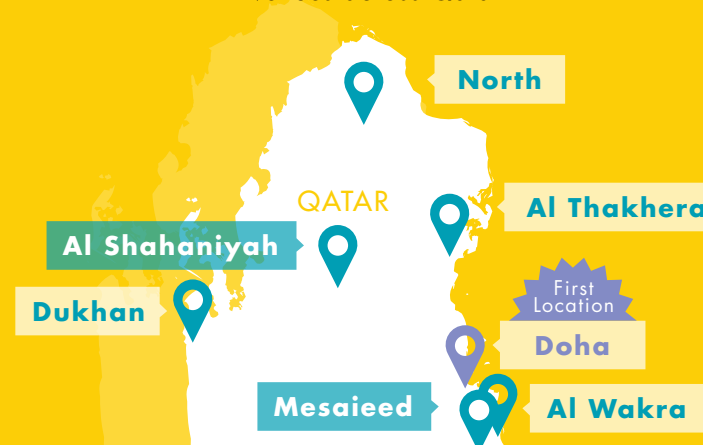


Between 7 and 18 years old



WIDESPREAD ACCESS FOR NATIONWIDE COMMUNITIES

22 Venues across Qatar



A FOUNDATION OF EDUCATION, FITNESS AND FUN



18 Weeks long



72 Hours of additional physical activity per child



Founding Partners



Programme Partner



SHELL 2017 REGIONAL ROAD SAFETY WORKSHOP



The Global Road Transport Discipline Team (GRDT) of Shell identified Qatar as the host country of the 2017 Regional Road Safety workshop which takes place every other year. This is a regional event jointly conducted by Upstream and Integrated Gas (IG) businesses of Royal Dutch Shell.

Qatar was chosen to be the host country of this important event due to its strategic position in the region, the intensive operations of Shell companies in Qatar, and the success stories of Road Safety team of Qatar Shell operations commented Majed Samarah- Senior Logistics HSSE Lead of Qatar Shell

This workshop represented an unique opportunity for Logistics, HSSE and C&P professionals across Middle East and North Africa (MENA) to meet and discuss key challenges and to share Practices Worth Replicating amongst colleagues and Operating Units in the Shell World. The workshop also helps colleagues across MENA to connect and establish a network of cross-learning and sharing expertise

Qatar Shell Managing Director Andrew Faulkner kicked off the event where he shared his personal experience of how commitment to seat belts has saved lives of colleagues and their families. Andrew shared his inspiration about the importance of safety in general and road safety specifically in our daily lives at Shell and how leaders invest time and resources to drive continuous improvement in Road Safety across Shell globally.

The workshop was facilitated by 2 of the key GRDT members; John Offord (Upstream/IG Road Safety Manager) and Bob Wrigglesworth (Global Land Logistics Lead). The agenda focused on getting the small Shell assets and big Operating Units (like Qatar Shell, Basra Gas Company and PDO) to share their performance, challenges and improvement initiatives. It also dedicated time to share with the various teams the recent Gap to Potential Project that is led by IG business to improve road safety performance across IG operations and then to replicate across Upstream and Downstream businesses.

The 3 day- workshop was a very good opportunity for Qatar Shell to demonstrate its enthusiasm to partner with stakeholders as key personnel were invited from Qatar Petroleum and Qatar Gas. The global IVMS Provider Mix-Telematic has also been invited to the workshop. Attendance diversity helped to sharpen and enrich discussions among the group and as a result of that future engagements have been agreed to continue with Qatar Gas team.

Conducting the workshop in Qatar has also helped by exposing the local team in Qatar Shell (Logistics Centre of Excellence and Wells team) in joining the workshop and getting to know colleagues and leaders in the region.



I AM PASSIONATE ABOUT BUILDING A CULTURE OF ROAD SAFETY CONTINUOUS IMPROVEMENT IN OUR OPERATIONS THROUGH KEEPING OUR "SENSE OF UNEASE" ALARMS TRIGGERED ALL THE TIME. I AM VERY KEEN TO SEE QATAR SHELL FULLY INTEGRATED WITH THE IG ROAD SAFETY IMPROVEMENT PROJECT



Andrew Faulkner
Managing Director and
Chairman of Qatar Shell



DAVID HONE

CHIEF CLIMATE CHANGE ADVISER - SHELL INTERNATIONAL



David Hone, Chief Climate Change Adviser at Shell International, was recently hosted by The Abdullah Bin Hamad Al-Attiyah International Foundation for Energy & Sustainable Development to attend as a guest speaker at the quarterly Industry CEO Roundtable held by the Foundation. The discussions that took place addressed the implications of the Paris agreement for oil & gas companies in Qatar. The backdrop for the 'CEO Roundtable' dialogue was the increasing top-down/bottom-up climate action being witnessed globally.

The top-down action by governments has increased in speed and scale over the past five years, with many countries making serious commitments, collectively and individually. The discussions touched upon the local and global implications of the Paris Agreement, Qatar's ecological footprint and the major challenges faced by oil and gas companies as the world moves towards a low carbon economy. As well as attending the Roundtable event, David undertook a raft of other engagements. An internal engagement was arranged for

Qatar Shell staff to meet and network with David and in addition, several external engagements were organised to ensure full maximization of David's valuable expertise on the Climate Change topic and to further expand on opportunities for knowledge transfer and collaborations between Qatar Shell and key stakeholders especially for the educational and research communities.



• Panel Discussion Debate at Texas A&M University in Qatar

The panel consisted of David Hone, Patrick Linke, the Qatar Shell Professor for Energy and Environment at Texas A&M University and moderated by Dr. Marwa Al Ansary, R&D and Technology Manager at Qatar Research and Technology Centre.

Following a brief introduction, David and Patrick presented the global versus the local stand to achieve a world with net-zero emissions. David presented the Shell scenarios that sees continued fossil fuel use, yet still achieving the critical Paris goal of net-zero emissions. Patrick outlined the impacts, challenges and opportunities for fossil fuels exporting countries such as Qatar due to drastic greenhouse gas emissions reductions over the coming decades to avoid hazardous global climate change. The panel discussion was very well received and attended by 150 students, faculty members and researchers

• Shell-sponsored Lecture to Hamad Bin Khalifa University (HBKU), College of Science and Engineering & Education City Universities

The lecture delivered was part of the seminar class and introduced as an additional component to the curriculum being taught in the Sustainable Energy program offered to students pursuing their Executive Masters and PHD in the Science, Energy and Sustainable Environment program. The University also opened invitations to students studying at the 10 universities located at Education City in Qatar.

David spoke about Shell's latest scenarios report, "A Better Life with a Healthy Planet: Pathways to Net-Zero Emissions". He presented choices, challenges and ideas for society to decarbonise the global economy in a way that addresses both the challenge of climate change and the desire for broader economic growth.

A networking reception hosted by the Dean of Science and Engineering School followed the seminar lecture and was very well attended by 120 Undergraduate, Masters and PHD students, faculty members and researchers from HBKU and Education City universities.



David Hone combines his work as Chief Climate Change Adviser for Shell with his responsibilities as a Board Member (and former Chair) for the International Emissions Trading Association (IETA) and Washington based think-tank C2ES. He also works closely with the World Business Council for Sustainable Development and has been a lead contributor to many of its energy and climate change publications. His published books include: Putting the Genie Back: Solving the Climate and Energy Dilemma, 2017 and Why Carbon Pricing Matters, 2015.



GROUND S FOR CHA NGE

YOUR COFFEE CAN NOW HELP POWER BUSES

#makethefuture

THROUGH
COLLABORATION
WITH INNOVATORS
LIKE BIO-BEAN,
RECENTLY LAUNCHED
A BUS PARTLY FUELLED
BY WASTE COFFEE,
#MAKETHEFUTURE IS
BRINGING ALIVE THE
PART WE'RE PLAYING
IN A CLEANER ENERGY
FUTURE

At first glance, there's little about the bus moving through central London on a cold November morning that marks it out as special. Its double-decked, bright red livery blends in with others on the city's busy streets.

But there's a crucial difference. The bus is the first anywhere to be powered by biofuel produced partly from coffee oil. That bright idea is down to bio-bean, a UK start-up that's figured out how to convert spent coffee grounds into advanced biofuels and biochemicals.

But it also reflects important support from Shell: bio-bean was the winner of Shell's LiveWIRE Innovation Award in 2013, and has received support from Shell since then to get its first biofuel innovation to market.

And in that way, bio-bean brings alive, too, what #makethefuture means for Shell. As an overarching platform to influence, unify and

amplify initiatives that evoke our purpose – including collaborations with energy innovators like bio-bean – #makethefuture is helping pull together the active part we're playing in developing an energy-rich, lower-carbon future.

And crucially, it's projecting that message externally, from the sides of a bus partly-fuelled by coffee, to social media. That impact matters: the success of #makethefuture – from its positive effect on our brand to industry recognition – gives impetus to Shell's efforts to challenge what energy companies are perceived as doing. As Shell adapts to change in and around our business, it's important that perceptions evolve with it.

Through work with the likes of bio-bean, then, "#makethefuture is promoting the kind of collaboration that we know is key to our strategy and purpose – of powering progress together," says CEO Ben van Beurden. "It's

broadening what we're known for, our thought leadership, so that perceptions of Shell evolve in step with our ambitions."

#MAKETHEFUTURE: BREAK WITH THE PAST

In key respects, #makethefuture marked a shift in Shell's approach to communicating its external brand and reputation. Out went an emphasis on creating and running ads in favour of a focus more on engagement with what the business already does. Magnifying that activity most effectively meant shifting to digital and social media from more traditional channels. But the #makethefuture framework was still a simple one: in all cases, it would shine a light on the importance of smart energy ideas in action.

The flexibility that it offers is significant. #makethefuture can be applied to a broad range of initiatives, from social investment programmes like Shell LiveWIRE to core Shell programmes like Shell Eco-marathon. It's fed, too, by the bright energy ideas of partners – from start-ups like bio-bean to volunteers and vocal supporters – who we champion. #makethefuture was a visible part of the Shell-supported launch in Kenya of GravityLight, for instance, a safe, clean and cheap alternative to kerosene lamps for those with no access to electricity.

Crucially, though, it's also a platform to bring alive the stories of our own, internal innovators working on low-carbon technologies like hydrogen to enable the transition to more and cleaner sources of energy for transport.

Glued together by #makethefuture, these activities combined are helping shift perceptions of Shell. Survey scores for 'trust' and brand 'equity' have climbed significantly in core markets since the introduction of #makethefuture. In the UK, for instance, we've lengthened our lead over competitors. In the US, where overall scores increased, we've held on to our number one position. The result: Shell's brand now ranks as its single most valuable asset, according to the Brand Finance Global 500, worth more than \$36 billion. That's more than that of Nike, Coca-Cola or Starbucks.

Just as important: #makethefuture's helping our stories reach the individuals we're keen to appeal to. Related content has amassed more than 500 million views over the last two years. Our 'Best Day of My Life' music video drew 262 million viewers last year with its combination of clean energy start-ups, award-winning international musicians and natty soundtrack. That was more than enough to make it the top-branded viral video of 2016 according to Ad Age, which tracks the impact of films like Shell's.

Engagement with materials on social media sites like Facebook has beaten benchmark levels three-fold. The vast bulk of those interacting

with Shell online are millennials – a critical demographic for Shell. They're often active, whether for political, current affairs or social causes. Most are motorists; a good proportion have links to STEM subjects. And as active users of social media, they're more likely to influence their own personal networks and beyond – further amplifying Shell's messages.

It's reach like that that's earned #makethefuture recognition as best practice. It's scooped more than 30 major creativity and effectiveness awards, including three prestigious Cannes Lions awards (think Oscars, but for the brand industry). At The Internationalist Awards in New York earlier this month, which recognised innovative digital campaigns from around the world, Shell's #makethefuture campaigns picked up a pair of major awards.

"There's an attention we're now getting from desirable brand allies and creative partners that we haven't seen before," says Dean Aragon, VP Brand and CEO of Shell Brands International. "Shell is now considered one of the exciting heavy-hitters in the creative sphere, training a spotlight on the future of energy. [Those partners] now see Shell in a different light – and want to collaborate with us."

“
#MAKETHEFUTURE IS
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OUR AMBITIONS.”

BEN VAN BEURDEN
CEO Royal Dutch Shell

www.shell.com/makethefuture:
website for more information on the Shell
#makethefuture campaign.



BEAT THE HEAT CAMPAIGN

PEARL GTL



Temporary Weather Shelters (TWS)

External temperatures in the State of Qatar and subsequently at Pearl GTL can reach upwards of 50°C in the summer, with high levels of humidity. Working in these conditions puts people at a very high risk of developing Heat Related Illness, which in its most severe form can lead to heat stroke and death.

To ensure adequate protection of workers, the State of Qatar has imposed strict regulatory requirements for any work performed outdoors during the summer. In addition to this, all work must be stopped if sufficiently robust controls are not in place thus ensuring the safety of workers that hail from many countries and

where language is a barrier. In Pearl GTL, there has been a total of 20 Heat Related Illness cases since plant commissioning in 2012; five of the cases occurred in 2016 with no apparent downward trend.

The plant was constructed with Temporary Weather Shelters (TWS) at strategic points so that workers can have access to cooled shelters during their required 'rest period' protocol. TWSs were made of sheet metal-sided, air-conditioned cabins, powered by local generators, with self-contained toilet

blocks located nearby. Additionally, over the last 3 year period, there was also a surge in the number of scaffolding-constructed open rest shelters erected adjacent to worksites for the use of workers. As observed through its usage though, it became apparent that the risk to personnel using the TWS could be significantly higher than assumed in their siting basis, such that the requirements of the relevant DEP are not met and thus the locations are not valid as they are not in compliance with PSBR1 (Process Safety Basic Requirements- Safe siting of occupied portable buildings). Although the scaffold shelters were mostly located in areas which are not at immediate risks of leaks from the process and discharges from local atmospheric vents and drains, they encouraged the gathering of large numbers of personnel in a single location, creating the potential for significant group fatalities. As such, neither the TWS nor the scaffold shelters provided the asset with a long-term solution to this challenge.

In 2017, as part of the continuous improvement mind-set, enhanced controls were implemented with regards to work,

rest in an adequate and safe rest-shelters and drinking water protocols. Specifically, Pearl GTL HSE organization including Technical Safety, Health, Operational Safety, in collaboration with Operations, Site maintenance and Qatar Project Hub began the journey to drive improvement activities including provision of adequate amenities needed to ensure the safety of workers during the hot summer months. Improvement activities included:

- A clear message given by the site leadership team stated that better planning and adequate amenities (e.g. cooled rest shelters) must be in place to ensure the safety of workers.
- Criticality of activities were challenged, this led to an overall reduction of planned activities during the summer period.
- Temporary Weather Shelters were replaced with higher capacity Blast Resistant Modules in full compliance with DEP and PSBR1.

- Job location specific risk assessment were mandated for the construction of scaffold shelters in places where required.
- Modified maintenance schedule (early and split shift) was implemented to carry out work during cooler time of day.
- Critical work which needed to continue despite the extreme conditions were subject to a strict approval process together with risk assessment to determine & implement enhanced controls.
- A train-the-trainer program was rolled out with new materials to enhance worker understanding of Heat Related Illness and how to protect themselves.

Following the above measures, the number of Heat Related Illnesses within the operations and maintenance organizations reduced to Zero in 2017. ☀



Blast Resistant Module (BRM)



SHELL AND CNAQ LAUNCH MAHARAT QATAR

PROGRAM FOR YOUTH SKILLS DEVELOPMENT



Doha, Qatar: Maharat Qatar is a program sponsored by Qatar Shell to support student engagement and skills in STEM (Science, Technology, Engineering and Mathematics) subjects, and to promote the application of technology which will enhance the learning environment for students.

As part of this sponsorship, the Qatar National Robot Olympiad (NRO) 2017 took place at Aspire Ladies Sports Hall, involving over 500 students from elementary, junior high and senior high schools from across Qatar. This marked the inaugural event for Maharat Qatar, sponsored by Qatar Shell and hosted by College of the North Atlantic - Qatar (CNA-Q).

Andrew Faulkner, Managing Director and Chairman of Qatar Shell Companies, said "We are proud to be sponsoring Maharat Qatar 2017 with the College of North Atlantic Qatar (CNA-Q), which we believe will support the Qatar's vision of nurturing the next generation of leaders in the STEM area in-line with the human development pillar and Qatar National Vision 2030"

Dr. Ken MacLeod, President, CNA-Q said: "This

weekend has been a truly magnificent display of talent from Qatar's best and brightest. Giving students the opportunity to compete against their peers in robotics activities helps harness their creativity and introduces them to the wonderful world of STEM. As Qatar's premier technical College of applied learning, CNA-Q is proud to host such an event, and for the first time this year with Qatar Shell. The Maharat Qatar program speaks to the power of applied learning, so students can experience the importance of STEM, and encourages the pursuit of these subjects once they reach post-secondary. STEM careers are vital to growing and advancing Qatar's economy."

Maharat Qatar tests the limits of the problem solving, engineering, teamwork and programming skills of the students. The NRO event featured four competition categories, with the winning teams qualifying to represent Qatar at the World Robot Olympiad 2017 in Costa Rica in early November. With the support and guidance of teachers, educators and mentors, participating students spent the past year training to design and program the best and most versatile robots they can. During the competition, students were tasked with building and programming LEGO



MINDSTORMS robots under strict time limits to complete a set of challenges.

Mohammed Abu Jbara, Cooperate and Social Responsibility Manager at Qatar Shell, said "I was highly impressed with the level of commitment and talent the students showed today and we believe the Maharat Qatar program will help contribute to students pursuing science tracks at school and later increase the number of those pursuing technical and engineering majors in their post-secondary studies."

Dr. Theodore Chiasson, Dean of Information Technology at CNA-Q, said "It was great to see the students from schools across Qatar competing in the NRO. We have delivered robotics training to over 300 school teachers this year at CNA-Q, and it is wonderful to see the training has been passed on to their students. With Qatar Shell's support, we will now be able to expand our skills development framework and further engage students and teachers from schools throughout Qatar in other STEM-related competitions."

Under Maharat Qatar, new skills development areas will be introduced over the course of the year. These new initiatives will include teacher training sessions at CNA-Q and distribution of necessary equipment to schools to engage students of all ages in STEM-related skills development, building on the successful engagement model of the NRO.



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WE ARE PROUD TO BE SPONSORING MAHARAT QATAR 2017 WITH THE COLLEGE OF NORTH ATLANTIC QATAR (CNA-Q), WHICH WE BELIEVE WILL SUPPORT QATAR'S VISION OF NURTURING THE NEXT GENERATION OF LEADERS IN THE STEM AREA IN-LINE WITH THE HUMAN DEVELOPMENT PILLAR AND QATAR NATIONAL VISION 2030

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Andrew Faulkner
Managing Director and Chairman
of Qatar Shell Companies



ONE QATAR SHELL TOWN HALL

AN EXCITING LOOK AHEAD FOR QATAR SHELL

Andrew Faulkner, Qatar Shell's EVP, hosted his first Town Hall since taking over the helm in April last year. The theme of the end-of-year event, was ONE Qatar Shell, focusing on the collective synergies created when working together across the entire organisation, whether it is Pearl GTL, Qatargas4, or QSRTC. With that in mind, it was crucial to have as many people from across the company participate. In fact, the event turned out to be the largest Town Hall Qatar Shell has ever held with more than 500 people in attendance!

The event kicked off with a surprise video appearance by Royal Dutch Shell's Chief Executive Officer, Ben van Beurden. "You have one of the most important portfolios in the company," the chairman announced to the audience, "And QP is one of the Group's key strategic partners both in Qatar and abroad." Ben praised the organisation for helping to boost strong third quarter earnings for RDS in large part because Pearl was back up and running. He also talked about the lifting of the North Field after 12 years and the potential growth opportunities that will offer in the year ahead.

Building on that message, Andrew addressed potential growth opportunities and the best way to seize on them. He stressed that our success—whether reflected through our Corporate Social Responsibility strategy, our research at QSRTC, or through achieving our Qatarization targets—can ultimately demonstrate shared value and a win-win for both the State of Qatar and for Shell.

As part of Qatar Shell's strategy to best position itself as the Strategic Partner of Choice, Andrew rolled out the company's new Performance Contract, which replaces the Goals and Performance Appraisal (GPA) as the method for setting goals and targets every year. He stressed that stretch targets will be fundamental to winning in 2018.

This new, streamlined approach dovetails with Integrated Gas' Performance Leadership initiative. This strategy aims for fewer, but more specific, goals focused on bottom-line delivery. Performance Leadership is also about leaders driving Employee Engagement, ultimately aimed at driving both safety and extraordinary performances across the organisation.

The event also included a year-to-date performance overview by Julie Amey, Qatar Shell's VP Finance, and a series of panel discussions hosted by Qatar Shell Leadership Team members on our four Strategic Outcomes and how they contribute to our overall business performance. Those strategic outcomes—Goal Zero, People, Operational Excellence and More Value—will be the lens through which each and every employee of Qatar Shell views his or her performance and designs their respective Performance Contracts. Everyone has a role to play in contributing to the success of One Qatar Shell and our efforts to be the right choice and truly the strategic partner of choice for QP and the State of Qatar.

The event wrapped up with the presentation of the annual EVP Qatar Shell Become the Best awards for winners in the four Strategic Outcome categories.



“ You have one of the most important portfolios in the company. And QP is one of the Group's key strategic partners both in Qatar and abroad. **”**

BEN VAN BEURDEN
CEO Royal Dutch Shell





QATAR SHELL LEADERSHIP TEAM NEW APPOINTMENTS

مجلس الإدارة في شل قطر تعيينات جديدة



**BERNHARD
KOUDELKA**
Vice President
Commercial

برنارد كوديلكا
مدير عام الشؤون
التجارية

Bernhard Koudelka has recently been appointed as Vice President Commercial Qatar. Prior to joining Shell Qatar, Bernhard held several commercial leadership roles in various international assignments in Upstream and Downstream.

Bernhard has a Masters Degree in Petroleum Engineering and joined Shell in 1999 as a Drilling Engineer, gaining first hand operational experience working offshore and onshore in the UK. In 2004 Bernhard moved into the commercial discipline and performed a variety of upstream commercial roles, spanning economics, asset commercial and new business development.

After completing an MBA from London Business School in 2008, Bernhard joined the New Business Development team in Den Haag managing major acquisitions and divestment projects around the globe. In his most recent assignment, he was the Business Development Manager for the Lubricants Supply Chain in Europe, Middle East and Africa, leading a significant transformation of the asset base in the region.

Bernhard is originally from Vienna, Austria and enjoys the outdoors, particularly skiing and hiking, as well as travelling and reading. He loves football, both playing and watching, and is a passionate supporter of Bayern Munich. Bernhard is married to Gerhild and both will relocate to Doha at the end of January 2018.

انضم السيد برنارد كوديلكا للعمل مؤخراً ليشغل منصب مدير عام الشؤون التجارية في قطر. قبل انضمامه لشركة شل قطر، تولى برنارد عدة وظائف قيادية في الشؤون التجارية خلال عمله في العديد من المهام الدولية المتخصصة بمراحلتي الإنتاج والتسويق.

حصل برنارد على درجة الماجستير في هندسة البترول، وانضم للعمل في شركة شل عام ١٩٩٩ شاغلاً منصب مهندس أعمال الحفر، وقد اكتسب بذلك خبرة في أعمال التنقيب في البر وفي البحر في المملكة المتحدة. وفي عام ٢٠٠٤ انتقل برنارد للعمل في قسم الشؤون التجارية وتولى العديد من المناصب الخاصة بالإنتاج، والتوسع الاقتصادي والأصول التجارية وتطوير أنشطة الأعمال الجديدة.

بعد حصوله على ماجستير إدارة الأعمال من كلية إدارة الأعمال في لندن عام ٢٠٠٨، انضم برنارد إلى فريق تطوير أنشطة الأعمال الجديدة في هولندا لإدارة كبرى مشروعات الاستحواذ وسحب الاستثمارات حول العالم. وقد شغل في أحدث مهامه الوظيفية التي تولاها مؤخراً منصب مدير تطوير أنشطة الأعمال بسلاسل الإمداد بمواد التشحيم في أوروبا والشرق الأوسط وأفريقيا، حيث قاد خلالها عملية تحول قاعدة الأصول في المنطقة.

وتعود أصول برنارد إلى النمسا وهو يحب أن يمضي وقت فراغه خارج المنزل في الهواء الطلق، خاصة وهو يمارس رياضة التزلج على الجليد أو للتنزه سيراً على الأقدام، إلى جانب شغفه بالسفر والقراءة. كما يحب مشاهدة وممارسة لعبة كرة القدم، حيث يعد مشجعاً شغوفاً لنادي بايرن ميونخ. أما بالنسبة لحالة الاجتماعية، فإن برنارد متزوج من السيدة/ جيرهالد ومن المنتظر أن ينتقل الزوجان إلى مدينة الدوحة بنهاية يناير ٢٠١٨.



**JUDITH
RISSTROM**
Head of Legal Qatar /
AGC IG

جوديث رستراوم
مدير الشؤون القانونية

Judith joined Qatar Shell as the Head of Legal/ Associate General Counsel in August 2017, marking her return to Qatar where she spent most of her time between 2005 and 2008 negotiating the Qatargas 4 and RLIC Common Facilities deals. She joined Shell in 2005 and has lived and worked in the Middle East for ten years, and has also been based in Dubai, The Netherlands, Singapore and China where she specialised in major development projects, including in Qatar, Oman, Iraq, Dubai, Kazakhstan and Indonesia. Judith is Australian and her hobbies include travelling, preferably to challenging destinations (when she is not travelling to Singapore to see her husband, Doug, and her french bulldog, Louis).

انضمت السيدة جوديث لشرية شل قطر لتشغل منصب مدير قسم الشؤون القانونية ومساعد المستشار العام للشركة في أغسطس ٢٠١٧. وهي المرة الثانية التي تعود فيها لقطر حيث كانت قد أمضت فيها معظم وقتها في الفترة ما بين ٢٠٠٥ و٢٠٠٨، حيث عملت على التفاوض بين شركة قطر غاز ٤ وشركة راس غاز في اتفاقات تتعلق بإقامة مرافق مشتركة. وقد انضمت جوديث لشركة شل عام ٢٠٠٥، وعملت بمنطقة الشرق الأوسط حيث أقامت هناك لمدة ١٠ سنوات، كما انتقلت لكل من دبي وهولندا وسنغافورة والصين حيث عملت في مشروعات تنموية ضخمة، بما في ذلك قطر وعمان والعراق ودبي وأفغانستان وإندونيسيا. وتعود أصول جوديث إلى أستراليا، ومن هواياتها السفر وتفضل الوجهات التي تواجه فيها التحديات.

Michael Sandaluk became the Vice President of Human Resources for Qatar Shell in July 2017.

After graduating from the University of Alberta in Canada Michael worked for several years as a HR Generalist in the Canadian manufacturing sector supporting various companies including Coca-Cola. Michael joined Shell in 2004 as an HR Account Manager at the integrated Scotford complex in Canada.

Michael previously worked in Qatar during the construction, commissioning and startup days of Pearl GTL when he worked as an Employee Relations / Human Resources Account Manager from 2009 - 2012. Other assignments in the Shell portfolio include as a Policy Advisor in Projects & Technology. Prior to rejoining Qatar Shell Michael was most recently the HR Manager supporting the Albion Sands mine in Downstream.

Many of his roles have included cost leadership and organizational change: including the creation of global pay policies, adjusting the employee value proposition, re-shaping the business and HR delivery model at Albion Sands as well as the divestment of the Oil Sands line of business.

He is married to Colleen with 2 children, Clark and Lucy. Michael is an avid sports enthusiast and enjoys basketball, football and CrossFit. Michael also enjoys reading, most recently the Art of Possibility by Rosamund and Benjamin Zander, and travelling in his spare time.

تقلد السيد مايكل ساندالوك منصب مدير عام الموارد البشرية في شركة شل قطر في يوليو ٢٠١٧. بعد تخرجه من جامعة ألبرتا في كندا، عمل مايكل لعدة سنوات كمستشار للموارد البشرية في قطاع التصنيع الكندي وقدم الدعم لمختلف الشركات بما في ذلك شركة كوكاكولا. والتحق مايكل بشركة شل في عام ٢٠٠٤ وعمل كمدير للحسابات في قسم الموارد البشرية بمجمع سكوتفورد في كندا.

عمل مايكل في دولة قطر من قبل خلال فترة الإنشاء لمشروع اللؤلؤة، وكان وقتها يعمل مديراً لعلاقات الموظفين من عام ٢٠٠٩ وحتى عام ٢٠١٢. ومن المهام الأخرى التي شملها المنصب في شركة شل العمل كمستشار سياسات فيما يتعلق بالمشروعات والتقنيات. وقبل انضمامه إلى شركة شل قطر كان آخر المناصب التي تقلدها السيد مايكل كانت مدير الموارد البشرية في مرحلة التسويق في شركة ألبان ساندز للصناعات التحويلية.

وقد شملت العديد من أدواره قيادة التكاليف والتغيير الهيكلي، بما في ذلك وضع السياسات الخاصة بأجور العاملين بالشركة على مستوى العالم وتعديل القيمة الافتراضية للموظف وإعادة تشكيل نموذج الأعمال التجارية والموارد البشرية بشركة ألبان ساندز بالإضافة إلى تحويل نوع النشاط لشركة أويل ساندز.

السيد مايكل متزوج و أب لطفلين. مايكل من عشاق الرياضة ويستمتع بلعب كرة السلة وكرة القدم ورياضة الكروسفيت. ومن هواياته المفضلة السفر و القراءة، وكانت آخر الروايات التي قرأها «فن الإمكانية» لروزاموند وبنيامين زاندر.



**MICHAEL
SANDALUK**
Vice President of Human
Resources

**مايكل
ساندالوك**
مدير عام الموارد
البشرية