

JULY 2018



SHELL WORLD QATAR

ECONOMIC | SOCIAL | ENVIRONMENTAL | HUMAN

IN CONVERSATION WITH

RASHID AL-SULAITI

DEPUTY GENERAL MANAGER
OF QATAR SHELL

ALSO IN THIS ISSUE...

**QSRTC CELEBRATES 10 YEARS
OF RESEARCH AND DEVELOPMENT**

SAFETY HAS NO BOUNDARIES

Supreme Committee for Delivery & Legacy team
up with Shell Qatar on health and safety leadership



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“FOREWORD

I'd like to warmly welcome you to the 13th edition of Shell World Qatar.

As I reflect on the first 6 months of 2018, I am energized at the number of exciting developments that are happening, many of which have allowed Qatar Shell to continue to contribute to the Qatar National Vision 2030 (QNV2030).

Earlier in the year, Ben van Beurden, CEO of Royal Dutch Shell, was honoured to have an audience with His Highness, Sheikh Tamin bin Hamad Al-Thani, the Emir, in which the strength and breadth of our partnership was discussed and recognized. It was also an opportunity to acknowledge His Highness, and the wider leadership of Qatar, on the calm and measured response of Qatar to the ongoing diplomatic situation.

During the same visit, Ben was very pleased to be a witness to Saad Al-Kaabi, President and CEO of Qatar Petroleum (QP), signing the Methane Guiding Principles, which is a commitment to tackle the reduction of methane emissions across the gas value chain stretching from production to customer. QP joins the list of signatories which include Shell, BP, Eni, ExxonMobil, Gazprom, Repsol, Statoil, Total and Wintershall.

In support of the Human Pillar of QNV 2030, I am particularly proud of the progress being made with our Qatarisation programme and was delighted to receive the certificate for "Supporting Qatarisation in 2017", presented by His Excellency Minister Al-Sada at the recent Energy & Industry Sector Qatarisation Review meeting. This award is a pleasing recognition of the strong focus that Qatar Shell is placing on providing the right coaching, mentoring and development opportunities for our talented cadre of Qatari staff.

A notable milestone was achieved this year when Qatar Shell Research and

Technology Centre (QSRTC) celebrated its 10-year anniversary. An anchor tenant of Qatar Science and Technology Park (QSTP), QSRTC is committed to work with both industry and academia to advance research and development in Qatar both in support of Qatar National Vision 2030 and the nation's key priorities.

Our Corporate Social Responsibility (CSR) programme continues to deliver through its focus on developing long term sustainable capacity. A key area is Technical Capacity development through Tafawaq our Project Management Centre of Excellence. This is the 6th year since the inception of the Programme and you can read about the latest workshop delivered to Qatar Petroleum later in this magazine. In May, we were especially thrilled to sign a sponsorship agreement with the Faisal bin Qassim Al-Thani Museum for its International Touring Exhibition "Cultures in Dialogue". This exhibition intends to stimulate dialogue between cultures, religions and countries on the relevance of cultural heritage. With this sponsorship Qatar Shell demonstrates our shared aim to foster conversations and understanding between Qatar and the world.

Finally, we are delighted to feature in this edition of Shell World Qatar, an in-depth interview with Rashid Al-Sulaiti, Deputy General Manager. Of particular note, Rashid shares his thoughts and insights around Qatarisation.

On behalf of the entire Qatar Shell community I would like to wish you good fortune and all the very best for the remainder of 2018.



ANDREW FAULKNER
Managing Director and Chairman
of Qatar Shell Companies



Yvonne Shaw
Managing Editor
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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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To contact the magazine
If you have any feedback or would like to suggest content, please contact us.
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EVENTS GALLERY



BEN VAN BEURDEN, CEO ROYAL DUTCH SHELL WITH HIS HIGHNESS THE AMIR



QATAR FOOTBALL ASSOCIATION AND QATAR SHELL RENEW PARTNERSHIP FOR A FURTHER 5 YEARS



QATAR SHELL SPONSORS AMIR'S CAMEL RACE



6TH ABDULLAH BIN HAMAD AL-ATTIYAH INTERNATIONAL ENERGY AWARDS



ANDREW FAULKNER RECEIVING THE CERTIFICATE FOR "SUPPORTING QATARISATION IN 2017"



EQUATORIAL GUINEAU MINISTER OF MINES VISITS PEARL GTL



QATAR SHELL AND DARWISH PETROLEUM & INDUSTRIAL SERVICES SIGN 2 YEAR CONTRACT



MAARTEN WETSELAAR, EXECUTIVE DIRECTOR INTEGRATED GAS AND NEW ENERGIES VISITS DOHA



QP OPERATIONS TEAM VISITS PEARL GTL FOR A "DAY IN THE LIFE" EXPERIENCE



IN CONVERSATION
WITH

RASHID AL-SULAITI

DEPUTY GENERAL MANAGER OF QATAR SHELL

FOLLOWING 25 YEARS WORKING AT QATAR PETROLEUM, RASHID ALSULATI WAS APPOINTED DEPUTY GENERAL MANAGER OF QATAR SHELL IN JUNE OF 2016.

SHELL WORLD QATAR MAGAZINE RECENTLY CAUGHT UP WITH RASHID TO SEEK HIS VIEWS AND REFLECTIONS ON HIS ROLE.

First of all, Qatar Shell is one of the largest companies in Qatar. It has the biggest GTL Plant in the world and many people in the oil and gas industry would like to work for Qatar Shell. I am very happy and challenged to work with Qatar Shell. It has been a strong positive change in my career. I am proud to work as a representative of QP and look to harmonize the vision and achieve common objectives based on future plans, strategies, cost optimization and priorities for safety and human development.

We know that you spent 25 years at Qatar Petroleum (QP) before joining Qatar Shell, but as you started out on your career journey why did you choose the Energy Industry?

It's important to highlight that the Energy Sector is dynamic and always active with new technologies and continuous growth. QP was the leading company in Qatar, in the early days it was known as QGPC (Qatar General Petroleum Cooperation). In fact, in the nineties there was not much diversity in the job market and few opportunities available that were suited to my ambition. There were only two major areas for work, joining the Military or the oil and gas field. My ambition was in engineering at the beginning of a journey that has lead me to my currently exciting leadership role.

Tell us a little about your career in QP and what would you consider to be your main highlights?

I graduated from Qatar University as a Mechanical Engineer in 1988 and joined QP in 1989. My first role was as a Pipeline Engineer. My career has covered many areas including Inspection Engineer and Design Engineer. In 1992 I was appointed as a Project Engineer where I was one of The Project Penx Molex Team in France, working with Technip as EPIC for one year for the Detail Design phase. Following this I came back to Doha as

Senior Design Engineer. In 1996-97 I worked as one of the Project Team in the UK for the Refinery Expansion Project. In 2000 my role was working Offshore and Onshore projects but Doha based. 2002 then found my role going from strength to strength and I was promoted to Assistant Manager and then to Maintenance Manager in 2004 where I was responsible for PS2, PS3 and Halul Island Restructure. I was then promoted to Engineering Manager where I stayed until June 2016 when I was appointed into my current role.

You have been in your role at Qatar Shell almost two years now, what would you consider to have been the main challenges you have faced?

My main challenges faced in Qatar Shell has been working with different cultures and also trying to understand the Shell dialogue. Every workforce has its own culture and it has taken time for me to understand and adapt. Another challenge is the high level of self-resilience needed to achieve work goals and to be highly skilled enough to meet Qatar Shell's exacting level of standards.

Qatarisation is an extremely important strand of business in Qatar Shell. How do you contribute to the development of Qatari talent in the organisation?

In my honest opinion Qatar Shell is working hard to help its Qatari staff achieve high skill levels in management, technical and functional areas. Qatar Shell is not looking at the numbers but has a strong qualitative ambition and also to achieve the State of Qatar Vision 2030. Qatar Shell has an excellent reputation for developing Qatari's potential. I am a member of a large leadership team working to achieve these goals and visions and sit on various committees dedicated to this area. As an LT member, I work to raise the awareness about the many good programs for Qatari staff available to develop their talent via mentoring and coaching themes, also possible international assignments which have broader experience development and career exposure to Qatari Staff.

As a senior leader in Qatar Shell, what advice would you give to young Qataris as they start out on their career journey?

My advice would be to work hard and focus on their business work because all the tools and means needed are available for development. I encourage all Qataris to be proactive and make the first step and ask to learn and to be always active in their work environment with their teams. Support is available from, Qatar Petroleum and Qatar Shell for Qataris to develop and many opportunities are available for Leadership positions. We have, in Qatar Shell, a Vision and Objective for Qatari staff to be at least 50% of the Leadership Team by 2023. The future is theirs for the making.

When you are not working, you like to

I have grown up next to the coast and I have always loved sailboats. Sailing is my passion.





INTERNATIONAL WOMEN'S DAY

QSWAN | QATAR SHELL WOMEN'S ASSOCIATION NETWORK



WOMEN DRIVING QATAR SHELL

QATAR SHELL
WOMEN'S
ASSOCIATION
NETWORK
(QSWAN)

INTERNATIONAL WOMEN'S
DAY – MAY 2018



Held for the 2nd year at Shangri-La hotel in West Bay, Qatar Shell Managing Director and Country Chairman and QSWAN Sponsor, Andrew Faulkner welcomed over 150 Qatar Shell employees and a handful of external guests to Qatar Shell's International Women's Day event on May 10th.

Master of Ceremonies, Abdulrahman AlKhawaga kept the day on track and introduced several opportunities for audience engagement, polling their responses live on stage. The theme for this year was WoMen Driving Qatar Shell, a clever play on words which looked to highlight the importance of both genders working together success.

Dr. Amal AlMalki, Founding Dean of College of Humanities and Social Sciences, HBKU, gave an inspiring and uplifting speech about women's empowerment with many references to her research for her well known 2012 book 'Arab Women in Arab News'. She noted a significant transition with regards to social sensitivity in Qatar between 1990-2000, led by H.H. Sheikhha Moza and referred to education as a "game changer" in the country.

Aligning with the global International Women's Day theme, #PressforProgress, panel Moderator Sara Alshamlan kicked off a discussion on Women's Achievements and Challenges. Panelists H.E. Lulwah AlKhater Spokesperson, Qatari Ministry of Foreign Affairs, Nick Van Keulen (GM CP Qatar Shell) and Dr. Amal Al Malki offered their knowledge and opinions on the topic and fielded several questions from enthusiastic attendees.

Noting her audience, H.E. Lulwah AlKhater emphasised the importance of having the correct corporate policies in place to support a gender balanced workforce.

QSWAN President, Nathali Haddad, took some time to recognise the network's achievements over the past 12 months and to thank those whose hard work outside of their daily roles has been contributing to the QSWAN mission and vision. Attendees saw the introduction of the new QSWAN committee who are already in place seat and active in their roles.

Nathali also made a request to the audience; "to take time to reflect on how to be more inclusive in the workplace to ensure that women and men together will drive One Qatar Shell", a tag line introduced by Andrew Faulkner for the purpose of enhancing the unity of the company.

Late morning break-out sessions created an undeniable buzz, encouraging attendees to realise three different Inclusive leadership behaviours through fun and engaging activities, and making use of Shell approved Global D&I messaging.

Soon to be Vice President Pearl GTL, Misfer Al Bidaiwi wrapped up the event for the 2nd year, his message was clear: there is still a long to go and we need to work together to get there.



QSWAN: VISION, MISSION AND STRATEGY

VISION: BETTER GENDER BALANCE LEADS TO IMPROVED BUSINESS PERFORMANCE AND MORE REWARDING WORKPLACE.

MISSION: SUPPORT QATAR SHELL ON ACHIEVING A MORE GENDER BALANCED WORKPLACE WHILE ENHANCING THE EMPOWERMENT OF WOMEN.

STRATEGY: ASSIST QATAR SHELL IN BECOMING 'THE (WORK)PLACE TO BE' FOR ALL BY:

- SUPPORTING AND DEVELOPING FEMALE EMPLOYEES
- ENGAGING BOTH WOMEN AND MEN TO CREATE MORE DIVERSE AND INCLUSIVE WORKPLACE.



PEARL GTL MEDIUM TO LONG-TERM MARKETING STRATEGY

Pearl GTL Marketing recently kicked off a comprehensive marketing study for the first time since Pearl GTL started up. The aim of the study was to deliver a robust marketing strategy to ensure the GTL product portfolio will stay ahead of the competition in a rapidly changing market environment while being resilient to the Energy Transition. The strategy reflects Pearl GTL's own view of the global markets outlook and competitive landscape, assesses the impact of energy transition to our product portfolio and identifies the key value growth initiatives for More Value to Qatar Petroleum and Royal Dutch Shell.

One key conclusion of the study is that the Pearl GTL product slate is not adversely affected by current or known upcoming CO2 regulations. Qatar Shell will continue to closely monitor the legislative developments in this area. More Value can be achieved by moving our portfolio from Commodities to high margin GTL Specialties via various key initiatives that will allow us to fully utilize the uniqueness of GTL products:

- more high-quality GTL Base Oils, following the market trends driven by Fuel Efficiency,
- more GTL n-Paraffin to meet growing detergent demand in Asia,
- more Differentiated and Better-Quality Gasoil,
- and reducing Naphtha production as downward pressure on price is increasing.



Abdul Hameed Al-Jaber
Vice President Marketing (Pearl GTL)



These key initiatives will result, in the event that all projects secure final approval and are implemented, in improving GTL margins over Brent. The objective is to progress these opportunities and capture the most profitable ones in the 2018 Plan and to get ready as One Team to safely execute them together in 2019 – 2023 period.

We should always keep in our mind that the competition does not stand still, new volumes from Middle East and Coal to Liquids in China are entering the market, competing with our product slate. Qatar Shell needs to continue its robust performance while progressing these growth initiatives and continue to improve our products to further differentiate GTL from the competition.





THE WAY TO A NATION'S HEALTH AND HEART

QFA AND SHELL PROMOTE A HEALTHY LIFESTYLE THROUGH FOOTBALL ON NATIONAL SPORTS DAY



Qatar Football Association (QFA) and Qatar Shell celebrated this year's National Sport Day at Katara with their award-winning corporate social responsibility programme "Koora Time". With over 7,000 people attending, participants of all age groups actively engaged in a fun-filled day of football activities.

The all-day event offered visitors a variety of football activities, including a 'head-to-head' dribbling challenge, a 'Dive and Save' goalkeeping competition, a virtual reality goal keeper game, open play football and all day aerobics classes.

Koora Time is an initiative developed by Qatar Shell in partnership with Qatar Football Association. The programme is designed to

improve the health and wellbeing of young people in Qatar through football. Since its launch in March 2013, the programme has benefitted over 17,500 children across Qatar. Last year's programme saw a significant reduction in Body Mass Index (BMI) by 80% of participants. BMI is a measure of body fat based on height and weight.

In recognition of its positive impact on the health of youth, Koora Time has been the recipient of numerous recognition awards including the 'Sports Industry Award' for Best CSR Initiative in 2014 and 2016, the 'CSR Award Qatar' for Best CSR Impact Initiative in 2015, the 'Dar Al Sharq Corporate Social Responsibility Award' for the Best Sports Initiative in 2014, the 'AFC Dream of Asia

Award' in 2014, 2016 & 2017 in the area of social responsibility, and the 'QFA Awards' for Best CSR Programme in 2017.

National Sport Day was inaugurated in 2012 by HH The Emir Sheikh Tamim bin Hamad Al Thani to promote the importance of sport and physical activity in leading a healthy and active lifestyle.



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



www.kooratime.qa





QSRTC CELEBRATES 10 YEARS OF RESEARCH AND DEVELOPMENT

QATAR SHELL RESEARCH AND TECHNOLOGY CENTRE COLLABORATES WITH INDUSTRY AND UNIVERSITIES TO DELIVER IMPACT

Qatar Shell Research and Technology Centre (QSRTC) celebrated 10 years of collaboration on research and development with industry and academia, advancing research and development, and deploying innovative solutions in support of the nation's key priorities.

QSRTC was inaugurated as an anchor tenant of Qatar Science and Technology Park (QSTP) in 2008 with a US\$100 million funding commitment to shape the future of research and development in Qatar to focus on delivering sustainable impact in support of the Qatar National Vision 2030.

Over the past decade, QSRTC and its collaborators have developed and implemented numerous products and processes that match the needs of Qatar, Qatar Shell and the natural environment. QSRTC's activities are focused on three main areas: research and development, technical services, and outreach activities.

FUTURE STRATEGY

QSRTC will continue to invest in research in Qatar to maintain its leading position. QSRTC has developed a five-year strategy

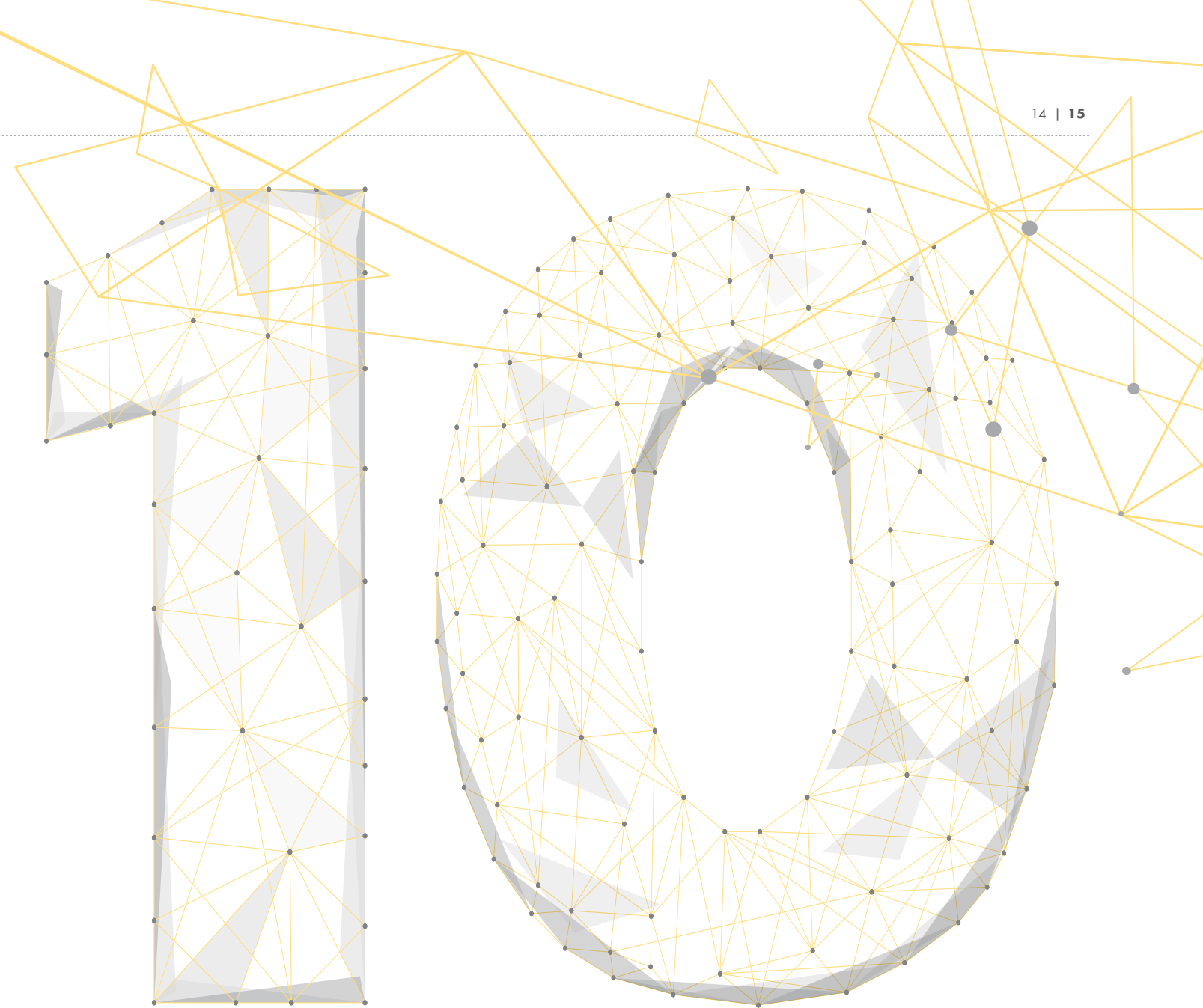
that is designed to pursue a research and development strategy focusing on supporting Pearl GTL, the world's largest gas to liquid plant, to lower its environmental footprint and contribute to Qatar's Grand Challenges. These include projects on carbon dioxide utilization, corrosion management, waste and byproduct management, and water solutions. These efforts will not only optimize Pearl GTL, but will also support technology for use in future gas plants—all of which add value to Qatar.

"As the largest international investor in Qatar, it has been important from the beginning that we make a lasting contribution to the growth and sustainability of Qatar's economy and society. That was true when we launched in 2008, and it is even more true now, as Qatar seeks increased self-sufficiency," said Youssif Saleh, Vice President of QSRTC.

"For 10 years we have had the privilege of working with numerous collaborators in Qatar and abroad, and the outcomes have made measurable positive impacts not only on Qatar's economy, but on its environment and people as well," he added.

QSRTC's partners include Qatari and international collaborators such as the Ministry of Municipality and Environment, Qatar University, Texas A&M University in Qatar, Imperial College London, as well as numerous non-governmental institutions and companies. Through these efforts, as well as its current workforce made up of 35% Qatari nationals, QSRTC is supporting the human capital pillar of the Qatar National Vision 2030 as well. QSRTC was the first entity in QSTP to file a patent, and has filed five patents and had over 100 journal publications to date.

"The last decade has been an exciting and fruitful time at QSRTC. We anticipate the future to bring even greater growth in the research, development and innovation ecosystem in Qatar, and we are excited to be part of it," commented Youssif Saleh during his address.





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AS THE LARGEST INTERNATIONAL INVESTOR IN QATAR, IT HAS BEEN IMPORTANT FROM THE BEGINNING THAT WE MAKE A LASTING CONTRIBUTION TO THE GROWTH AND SUSTAINABILITY OF QATAR'S ECONOMY AND SOCIETY. THAT WAS TRUE WHEN WE LAUNCHED IN 2008, AND IT IS EVEN MORE TRUE NOW, AS QATAR SEEKS INCREASED SELF-SUFFICIENCY

Youssif Saleh
Vice President of QSRTC

”



STRIVING FOR EXCELLENCE

TAFAWOQ HOSTS OPERATIONS READINESS WORKSHOP WITH QATAR PETROLEUM



TAFAWOQ, Qatar Shell's world-class project management centre of excellence, recently held a masterclass workshop attended by 30 project management professionals from Qatar Petroleum (QP). The workshop focused on the crucial area of Operations Readiness and Commissioning and Start-Up (CSU).

Tafawoq, which is Arabic for 'excellence', is a partnership initiative between Qatar Shell, Qatar Petroleum (QP) and Hamad bin Khalifa University (HBKU). In addition to providing project management training courses, Tafawoq also hosts custom-tailored workshops to address specific organisational needs.

The most recent of these masterclass workshops focused on the challenges of transitioning energy facilities from the project stage through commissioning and to the operational stage. Attendees learned Qatar Shell's approach to the process, which includes project definition, commissioning and start-up, and asset owner readiness. Participants identified challenges with QP, then used the theory and methodology they learned to develop appropriate delivery plans designed specifically for the organisation.

Bader Al-Jaidah, Director of TAFAWOQ, said, "Continuous competency development is critical to organisational success, and this masterclass workshop addressed an area of project management that often comes with high risk. Qatar Shell is pleased to be able to work with QP to help strengthen project skills among local professionals."

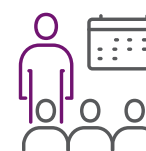
The 30 participants were project managers and assistant project managers at QP. The

workshop was facilitated by Erik Forkink, who has 30 years' experience at Shell in operations, technology, commissioning and start-up; and Kevin Hollingworth, who has 20 years' experience in commissioning in the oil and gas, chemical process, and engineering, procurement and construction.

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



NO OF PARTICIPANTS SINCE 2012
962



NO OF PROGRAMMES DELIVERED SINCE 2012
76 COURSES



NO OF COMPANIES THAT HAVE PARTICIPATED
27

“CONTINUOUS COMPETENCY DEVELOPMENT IS CRITICAL TO ORGANISATIONAL SUCCESS, AND THIS MASTERCLASS WORKSHOP ADDRESSED AN AREA OF PROJECT MANAGEMENT THAT OFTEN COMES WITH HIGH RISK. QATAR SHELL IS PLEASED TO BE ABLE TO WORK WITH QP TO HELP STRENGTHEN PROJECT SKILLS AMONG LOCAL PROFESSIONALS.”

BADER AL-JAIDAH
Tafawoq Development Manager





SAFETY HAS NO BOUNDARIES

SUPREME COMMITTEE FOR DELIVERY & LEGACY TEAM UP WITH SHELL QATAR ON HEALTH AND SAFETY LEADERSHIP

The Supreme Committee for Delivery & Legacy (SC), the organisation responsible for delivering the infrastructure required for the 2022 FIFA World Cup Qatar™, and Shell Qatar (Shell) have teamed up to deliver a high-level health and safety workshop for senior SC employees and a host of local and international contractors engaged on projects linked to the 2022 FIFA World Cup Qatar™.

Hosted by SC Secretary General H.E. Hassan Al Thawadi and delivered by Shell's Maarten Wetselaar, Executive Director of Integrated Gas & New Energies, the participants analysed the lessons learnt from the successful health and safety records of the two organisations – both of which are central to Qatar's development plans in line with Qatar National Vision 2030 – and discussed the importance of an organisational culture and leadership approach that values health and safety.

The workshop, titled 'Safety has no Boundaries' and held on Shell's Global Safety Awareness Day on 3 May, also discussed how best practice from across industries and markets can be applied on SC projects, and how to harness the collective health and safety culture across 2022 FIFA World Cup™ construction projects. The workshop was attended by over 60 contractors and SC employees. Contractors who attended the workshop included: HBK; Sixco; Al Balagh; Al Jaber Eng; Midmac; Tekfen; J&P; Larsen & Toubro; China Railway

Construction Corporation, Gulf Contracting and Nakheel. The workshop came at an important time on the SC's 2022 FIFA World Cup™ preparations, with 2018 being the busiest construction year on the project. Main Contractors are now engaged on every SC project, and it is expected that a record number of workers will be on site.

Commenting on the partnership, SC Secretary General H.E. Hassan Al Thawadi said: "The Supreme Committee has an industry leading health and safety record and in 2017 alone we conducted over 500 health and safety inspections on site, equating to nearly 2,500 hours of inspections. We have always considered the health and safety of every worker engaged on the 2022 FIFA World Cup project to be of the utmost importance, and we are always looking for ways to improve, and hope this collaboration with Maarten and his team at Shell will ensure we continue to develop new ways to further embed a health and safety culture at the SC and across all of our projects." Al Thawadi added: "I'd like to thank all of the participants for coming and look forward to continuing this HSSE knowledge sharing partnership with Shell."

Maarten Wetselaar of Shell added: "Health and safety have always been a priority for Shell and runs through everything we do in Qatar. Like the SC, we expect our contractors to meet our own high safety standards. I greatly respect

what the Secretary General and the team are doing in terms of strengthening health and safety performance and also in demonstrating care for workers. We hope that the SC team can benefit from collaborating with us and I have absolutely no doubt we can learn from each other."

Sheikh Ali Bin Hamad K. Al Thani, President of HBK Contracting Co. W.L.L., Lead Partners of the JV constructing the iconic Lusail Stadium, where the first and final match of the 2022 FIFA World Cup™ will take place, said: "As a Qatari company it's essential that we take a leadership approach in such an important area. Lusail is going to be an iconic stadium when it's complete and it's my organisation's mission to ensure we deliver it with an exceptional health and safety record. Workshops like the one hosted by the SC and Shell are great ways for us all to share knowledge and discuss best practice and I look forward to future sessions and further collaboration between those in attendance."

The Supreme Committee currently has over 25,000 workers engaged on eight stadium sites and other 2022 FIFA World Cup™ related projects. Main contractor works will be completed at another two venues in 2018 (Al Wakrah and Al Bayt Stadiums), with a further two reaching the same milestone in 2019 (Qatar Foundation and Al Rayyan Stadiums).





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HEALTH AND SAFETY HAVE ALWAYS BEEN A PRIORITY FOR SHELL AND RUNS THROUGH EVERYTHING WE DO IN QATAR. LIKE THE SC, WE EXPECT OUR CONTRACTORS TO MEET OUR OWN HIGH SAFETY STANDARDS. I GREATLY RESPECT WHAT THE SECRETARY GENERAL AND THE TEAM ARE DOING IN TERMS OF STRENGTHENING HEALTH AND SAFETY PERFORMANCE AND ALSO IN DEMONSTRATING CARE FOR WORKERS. WE HOPE THAT THE SC TEAM CAN BENEFIT FROM COLLABORATING WITH US AND I HAVE ABSOLUTELY NO DOUBT WE CAN LEARN FROM EACH OTHER.

”

Maarten Wetselaar

Executive director integrated gas and new energies Royal Dutch Shell





CARE, RISK NORMALISATION AND DILEMMAS QATAR SHELL SAFETY DAY 2018

Qatar Shell Safety Day 2018 focused on "Working Together to be the Best" theme. The Safety Day planning committee worked together to help each location within Qatar to engage and hold deeper conversations on this year's themes; Care, Risk Normalisation and Dilemmas. Shell employees and contractor partners were very creative when demonstrating their meaning and understanding of the Safety Day themes.

All locations began the day with leaders greeting all employees and contractor partners as they started their shift. Supervisors then continued the engagements through line-led discussions with


the focus on the Safety Day themes with their employees and contractor partners.

Qatar Shell was privileged to have Maarten Wetselaar, Executive Director of Integrated Gas & New Energies, join the celebrations. Leaders held a "Show you Care" session with the contractor partners at the camp on May 2nd and followed it up with an engagement session led by Maarten. Everyone present appreciated the engagement and then spent the evening participating in social activities with Maarten and the other leaders.



Pearl GTL Safety Day consisted of seven booths with a focus on their chosen safety themes. Each booth was innovative and created an atmosphere of learning. Approximately 2000 folks walked around and enjoyed the interactive games and learning activities at each booth.

The Al Mirqab office in Doha held 13 similar booths to promote Care, Risk Normalisation and Dilemmas. Topics used to demonstrate the themes were hand injuries, dropped objects, road safety, and Life Saving Rules. Employees walked around and played games and enjoyed the interactive activities. All floors, approximately 600 people within the Al Mirqab Tower, took part in the Safety Day events. Senior Leaders helped to judge the winner of the booth competition.

Qatar Shell Research and Technology Centre office did something new and creative to stimulate the conversations. Managers produced the day in the form of a TV show interviewing experts about three particular topics; safety in the home, road safety and safety on site. Managers shared their personal stories highlighting normalised risk, dilemmas and how to demonstrate care in each story... very interactive funny conversations. All employees then voted on the winner of the Talk show expert. Fun was had by all! 





TRAFFIC WEEK

RAISING AWARENESS ON ROAD SAFETY

The 34th GCC Traffic Week took place earlier this year under the theme "Your Life is a Trust". Participating in the event, Qatar Shell showcased a specially-designed interactive exhibition stand, and presented a mix of experiential and tablet-based software to raise awareness of best practises in road safety behaviour, with the long term vision of reducing fatalities and serious injuries resulting from road accidents.

Qatar Shell actively took part in the GCC Traffic Week for its 9th consecutive year; organised by the Ministry of Interior, in an effort to reach out to the Qatari community to reduce road accidents. The initiative is part of Qatar Shell's social investment strategy and social impact management and showcases Shell's firm commitment to work with the Ministry of Interior to raise awareness on road safety. During the exhibition, Qatar Shell presented a series of activations and additional learning activities (roll-over car, quizzes on hazard perception and safe behaviours).



The Qatar Shell booths were visited by 20,000 visitors, especially young people, who learned about road safety and participated in our activations. This is the largest number of audience to have visited Qatar Shell's GCC traffic booth in the last 10 years.

Every year, the GCC traffic is inaugurated and visited by both local and regional VVIPs and official dignitaries. General Saad bin Jassim Al Khulaifi - Director General of Public Security Department at Qatar's Ministry of Interior, Lt. Col. Mohammad Radhi Al-Hajri, Director of Media and Traffic Awareness, Major Jaber Odeiba Al Marri - Assistant Director of Media and Traffic Awareness and Director of Public Relations and Media Department of the Ministry of the Interior - Abdulla Al Muftah were among the local VVIPs who visited the Qatar Shell traffic booth.





HAMAD BIN KHALIFA UNIVERSITY AND QATAR SHELL HOST WORKSHOP ON INTELLECTUAL PROPERTY LAW



Qatar Shell and Shell's Legal Services Intellectual Property (LSIP) in collaboration with Hamad bin Khalifa University (HBKU) College of Law recently held a half day workshop on Intellectual Property in Doha. The event was attended by 35 people who were a mix of HBKU law students and senior legal professionals from both Qatar Petroleum (QP) and Qatargas Operating Company Limited (QG).

The event was led by Gabor Abbas, Patent Attorney from the LSIP team. The first part of the event was a brief introduction on Qatar Shell's business which included its gas value chain and GTL technology, followed by a detailed discussion on IP rights (which included Trademarks, Copyrights, Trade Secrets, Patents), and finally a brief discussion on IP related agreements. The second part was a case study where teams were tested with a real life dilemma on whether to patent a new technology or to keep it a trade secret. There were great examples of collaboration between law students and experienced lawyers. The event ended with an engaging Q&A session over lunch.

This event is an important milestone in strengthening Qatar Shell's relationships with key stakeholders, including showcasing Shell as an attractive employer of Qatari talents.



WHAT IS INTELLECTUAL PROPERTY?

Intellectual property (IP) refers to creations of the mind, such as inventions; literary and artistic works; designs; and symbols, names and images used in commerce.



WE ARE GRATEFUL TO QATAR SHELL LEGAL FOR OFFERING OUR FIRST GRADUATING CLASS SUCH AN INVALUABLE OPPORTUNITY FOR LEARNING BY BRINGING PRACTITIONERS INTO ACADEMIC LIFE TO AUGMENT THEIR EDUCATION ALONGSIDE SEASONED LEGAL COUNSEL AND INDUSTRY REPRESENTATIVES

Dean Clinton W Francis
HBKU College of Law



QATAR PETROLEUM AND SHELL A GROWING INTERNATIONAL STRATEGIC PARTNERSHIP

The Strategic Partnership between Qatar Petroleum and Shell spans more than a decade of domestic and international cooperation. Since 2007, we have been working closely together to cooperate internationally in areas of mutual interest. At the heart of our cooperation is Shell's mission to support Qatar Petroleum's vision to become one of the best National Oil Companies.



For Qatar Petroleum, one of its key pillars for growth is building a significant value-adding international portfolio. For Shell, it includes identifying growth priorities, such as deep-water, where Shell plans to invest \$5-6 billion each year through 2020 to strategically grow production and returns for the company. Exploration allows both Qatar Petroleum and Shell to sustain and grow production, through developing a strong pipeline of exciting prospects and future projects. In the Gulf of Mexico alone, Shell has added more than one billion barrels of oil equivalent resources in the last decade through exploration.

As a result, the Strategic Partnership between Qatar Petroleum and Shell has expanded to include the recent string of successes in acquiring significant exploration acreage in the prolific

deep-water basins of Brazil and Mexico. The successes were a result of our partnership in recent bid rounds, whereby our winning bids were submitted after thorough joint technical and commercial evaluations by the teams.

In Brazil's prolific pre-salt area, Qatar Petroleum and Shell successfully submitted a bid for a block during the 3rd Production Sharing Concession bid round, held in October of last year. The block, Alto de Cabo Frio West, will add to Shell's already significant portfolio in Brazil, which last quarter accounted for 330,000 boe/d, or just under a half, of Shell's global deep-water production.

In Mexico's Gulf of Mexico, Qatar Petroleum and Shell successfully bid for four blocks in the 2.4 deep-water bid round in January of this year.

The proximity and technical similarity of these blocks, located in the Perdido basin, to Shell's leading position in the U.S. Gulf of Mexico will allow us to benefit from and build upon 40 years of Shell's pioneering deep-water experience. This year, just across the border from our blocks in Mexico and in the same basin, Shell announced one of its largest U.S. Gulf of Mexico exploration finds in the past decade from the Whale deep-water well.

Our newly acquired blocks with Qatar Petroleum will be operated by Shell and will undergo exploration drilling in the coming years. We look forward to continued growth and strength of our Strategic Partnership.





FAISAL BIN QASSIM AL THANI MUSEUM ANNOUNCES LAUNCH OF ITS "CULTURES IN DIALOGUE"

INTERNATIONAL EXHIBITION IN COLLABORATION WITH QMA, UNESCO AND QATAR SHELL



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WE ARE DELIGHTED TO SIGN THIS SPONSORSHIP AGREEMENT WITH THE SHEIKH FAISAL BIN QASSIM AL THANI MUSEUM, DEMONSTRATING OUR SHARED AIM TO FOSTER DIALOGUE AND UNDERSTANDING BETWEEN QATAR AND THE WORLD,” SAID ANDREW FAULKNER, CHAIRMAN AND MANAGING DIRECTOR OF QATAR SHELL. “OUR PARTNERSHIP WILL HELP BUILD AWARENESS OF QATAR’S COMMITMENT TO OUTREACH, OPENNESS, AND INTEGRATION THROUGH THE NATION’S ART, HERITAGE AND CULTURE, AS WELL AS LINKING IT WITH THAT OF OTHER PEOPLES AND CIVILISATIONS

Andrew Faulkner
Chairman and
Managing Director of
Qatar Shell

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THE INTERNATIONAL TOURING EXHIBITION WILL REVOLVE AROUND THE CULTURES IN DIALOGUE AND THE CONTRIBUTION OF HERITAGE TO INTERCULTURAL DIALOGUE

Under the patronage of His Highness Sheikh Tamim Bin Hamad Al Thani, Emir of the State of Qatar, the Faisal bin Qassim Al Thani Museum (FBQ Museum) in Qatar, one of the country's most fascinating heritage centres, is collaborating with Qatar Museums Authority, UNESCO, and Qatar Shell to showcase internationally the exchange and dialogue among civilizations and cultures through a selected number of artefacts from the Museum's vast collection.

H.E. Sheikh Faisal Bin Qassim Al Thani announced the international touring exhibition and the signage of the sponsorship agreement with Shell Qatar during the press conference held recently. Those present on the occasion included Sheikh Faisal bin Qassim Al Thani, Chairman of FBQ Museum, Sheikhha Al Anood Faisal Al Thani, Vice Chairman of FBQ Museum, Dr. Hamda Al-Sulaiti, Secretary-General of the Qatar National Committee for Education, Science and Culture, Dr. Anna Paolini, Director of the UNESCO Doha Office, Andrew Faulkner, Chairman and Managing Director of Qatar Shell Companies, and Kees Wieringa, Director of FBQ Museum.

The international exhibition will visit several European cities over the next two years starting in September 2018 in Valetta (Malta), the European Capital of Culture, and heading to other cities including Paris (UNESCO Headquarters).

The “Cultures in Dialogue” exhibition intends to stimulate dialogue between cultures, religions and countries on the relevance of cultural heritage. It will be an opportunity for people to interact with stories of exchange, tolerance, inspiration, innovation and understanding that are concealed in the objects highlighted in the exhibition.

Commenting on the upcoming exhibition, H.E. Sheikh Faisal Bin Qassim Al Thani said: “We are grateful for the confidence placed on us by His Highness the Emir Sheikh Tamim Bin Hamad Al Thani and believe that together with UNESCO we will actively serve our role of keeping alive the history, culture and traditions for the next generations to learn and draw from, thus enriching and influencing society in a positive way.”

Sheikh Faisal also highlighted the importance of Shell's support in enabling “Cultures in Dialogue”. “We would like to thank Qatar Shell for their sponsorship towards the museum's international exhibition. Our partnership is a great opportunity to position Qatar and the wider Arab region as a cultural hub to an international audience.”

Sheikha Al Anood, Vice Chairman of FBQ Museum, said “We are excited to officially launch “Cultures in Dialogue” with our partners and be able to play such an important role in promoting cultural dialogue and sharing Qatar's culture and inspiring stories.”

“We are delighted to sign this sponsorship agreement with the Sheikh Faisal bin Qassim Al Thani Museum, demonstrating our shared aim to foster dialogue and understanding between Qatar and the world,” said Andrew Faulkner, Chairman and Managing Director of Qatar Shell. “Our partnership will help build awareness of Qatar's commitment to outreach, openness, and integration through the nation's art, heritage and culture, as well as linking it with that of other peoples and civilisations”.

“No doubt that the archaeological and artistic artifacts, heritage collections and all forms of heritage that will be part of the ‘Cultures in Dialogue’ Exhibition will be a fertile source for enriching human culture, helping to promote and sustain diversity and cultural dialogue among the peoples of the world” said Dr. Hamda Al-Sulaiti, Secretary-General of the Qatar National Committee for Education, Science and Culture, Adding “The exhibition will be building bridges of communication that transcend differences, and promoting a spirit of tolerance and peace among the peoples of the world”.

Dr. Anna Paolini, Director of the UNESCO Doha Office, addressed the public stating that “The “Cultures in Dialogue” exhibition is more than an exhibition of beautiful and meaningful objects from the Sheikh Faisal al Thani collection. It is an example of how through artefacts we can tell a story of the intertwining of different cultures. It tells us how museums play the important role and bear responsibility to provide educational and cultural opportunities to the public to engage, to build self-awareness, create openness to knowledge, appreciation and understanding of cultural diversity, and foster life-long learning.”

Over the following months FBQ Museum will be sharing more details regarding its exciting international touring exhibition hoping to attract visitors from all over the world at the different venues where it will be hosted.



حوار
الثقافات
رابط ثقافة قطر بالعالم





PEARL GTL'S REAL TIME OPTIMISATION STARTS TO DELIVER VALUE

IN JANUARY 2018, SIGNIFICANT WAX PRODUCTION AND CO² REDUCTION MILESTONES WERE ACHIEVED WHEN OPTIMISER TARGETS STEERED THE PLANT TO THE OPTIMUM OPERATING POINT.

In 2016, Pearl Gas-to-Liquids (GTL) site teamed up with the GTL and Modeling & Optimisation teams in Projects and Technology (P&T), Royal Dutch Shell, to investigate the feasibility of a real-time optimiser (RTO) in the Syngas Processing (SGP) Unit and Heavy Paraffin Synthesis (HPS) Unit. The study identified an opportunity to increase wax production incrementally by optimising several production handles.

WHAT IS RTO AND HOW DOES IT WORK?

Real time optimisation - RTO - is an automation technique in which a digital twin (rigorous model) of a real-world production facility is built and automatically updated to identify the most profitable operating point subject to a set of constraints. This optimum point is automatically translated into a set of targets that are communicated to the real-world production facility via the advanced process control system (APC) that controls the plant.



Mark Pattenden
Vice President Pearl GTL



The RTO team was fully integrated with members from Technology, Process Control, Instrumentation, E&S, Operations and P&T.

Markus Droll, Executive Vice President, Projects and Engineering, applauded the team on their collaborative approach. "This excellent example of the Asset and P&T working together seamlessly is why we see so much value yet to be harnessed, and why we are excited about the new Asset Support Organisation."

A critical aspect of an RTO system is to have an accurate representation of the physical process, subject to optimisation. The joint team selected and validated a Lumped HPS reactor model (LM) and worked together to implement it into the ROMEO platform, Shell's selected package for RTO. In January 2018, one by one, the thirty-six recommended targets were put into the advanced control system and the move toward the optimum operating point began.

"RTO going live in GTL on top of the previously implemented APC project is an important step in our journey to get the best out of our assets every day," stated Mark Pattenden, VP Pearl GTL. "I look forward to seeing material benefits on our investment from the additional wax production – this is what capacity creep is all about, and why it's so important to Pearl."

The new targets resulted in an expected increase in production and a significant decrease in off-gas to utilities, a key metric in Pearl GTL's CO₂ environmental performance.

After the test, Michael Joinson, former Production Unit Manager for GTL, claimed that "technology is a key enabler to improve the performance of our plants and units. Real-time optimisation developments will continue to unlock additional value for Pearl in both wax production and reducing CO₂."

The RTO system is now used daily to optimise the HPS plant operation and the project team is expanding the model to the SGP Unit and

the second train. Additionally, the RTO model is being used to evaluate what-if scenarios regarding off-gas production and constraint analysis.

Graham Henley, VP Engineering and Asset Support, recognised another significant aspect of this project. He noted that these learnings can be applied "not only in Assets like Pearl but across our Upstream, Integrated Gas and Downstream sites where RTO application can play an important contribution to closing our gap to potential."

The Pearl GTL RTO system builds on more than four decades of pioneering technology developments in Shell, is expected to be completed and fully operational in Q3 2018 and will deliver substantial benefits.



RTO GOING LIVE IN GTL ON TOP OF THE PREVIOUSLY IMPLEMENTED APC PROJECT IS AN IMPORTANT STEP IN OUR JOURNEY TO GET THE BEST OUT OF OUR ASSETS EVERY DAY," STATED MARK PATTENDEN, VP PEARL QATAR. "I LOOK FORWARD TO SEEING MATERIAL BENEFITS ON OUR INVESTMENT FROM THE ADDITIONAL WAX PRODUCTION – THIS IS WHAT CAPACITY CREEP IS ALL ABOUT, AND WHY IT'S SO IMPORTANT TO PEARL."

Mark Pattenden
VP Pearl GTL



PEARL RTO – DIGITALISATION AT WORK

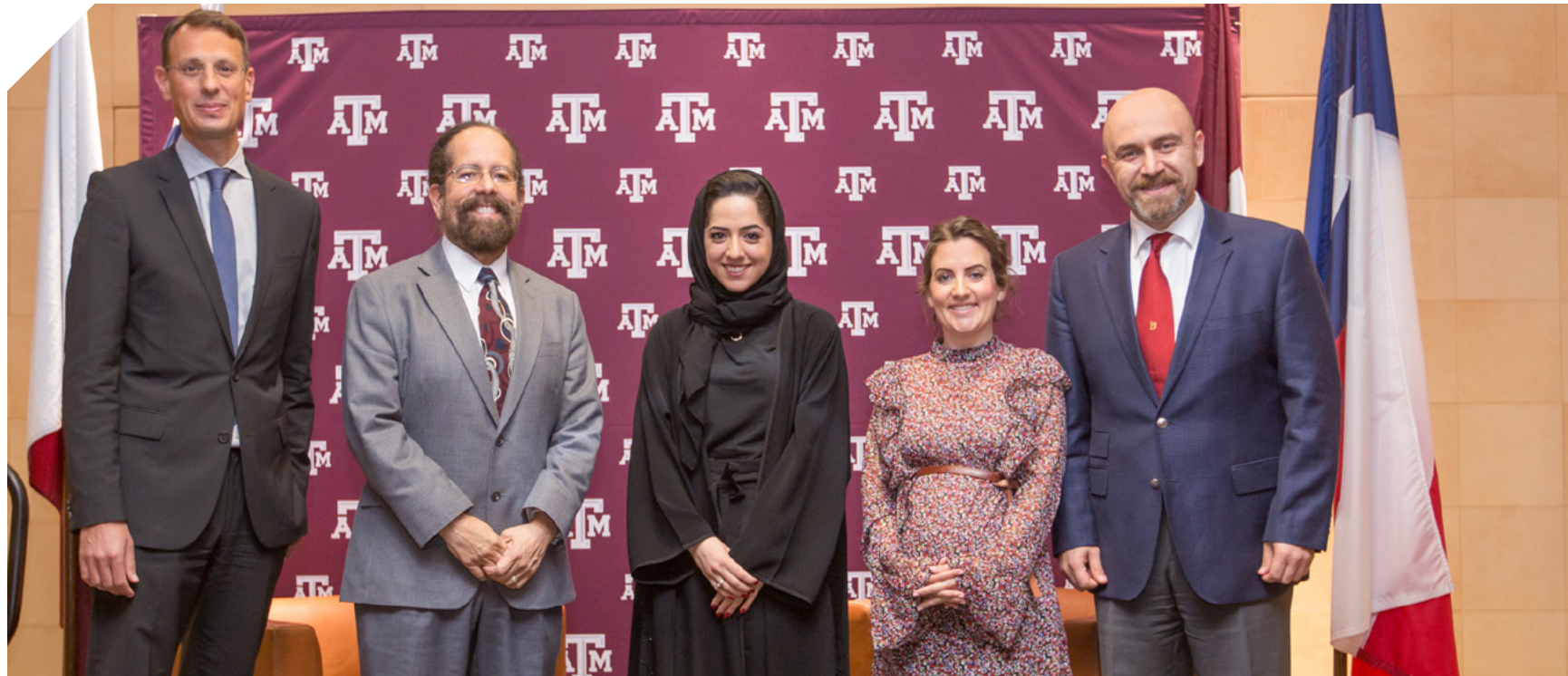
The Pearl RTO project leverages Shell's innovative experience with digitalisation technologies. Some highlights include:

- When completed, the RTO project will be the first of its kind to run on a completely virtualised process control domain environment.
- It is the first Shell RTO application in Integrated Gas assets.
- It is the first time an HPS reactor model is used for real-time optimisation.
- The RTO system has been configured remotely via Secure Plant without the need of a support engineer visit.

"The implementation of RTO in Pearl is a fabulous example of the power of digitalisation – not only in improving both the bottom line and environmental performance – but also freeing up the time of the operators to focus on key safety and people issues. This is a stepping stone to further digitalisation optimisation within Pearl, such as Proactive Technical Monitoring and 3D printing." - Andrew Faulkner, EVP Qatar

ENGINEERING LEADERS ALUMNI SERIES TEXAS A&M UNIVERSITY AT QATAR

سلسلة خريجي مبادرة قادة الهندسة جامعة تكساس ايه اند إم في قطر



Earlier this year, Dean César Malavé and the Office of Development, Engagement and Outreach of Texas A&M University at Qatar (TAMUQ) hosted Mariam Al-Meer for the inaugural Engineering Leaders Alumni Series which is a discussion about the contributions of Aggie engineers toward Qatar's growth and development.

During the event, Mariam shared her experiences from Qatar Shell with the university's students, faculty members and staff. She talked about her development journey at Qatar Shell which began in 2012 with her role as a process technologist in the Gas-to-Liquids (GTL) area of Pearl GTL, her completion of the Shell Graduate Programme and consequently her graduate studies at the Massachusetts Institute of Technology (MIT), and her current role in the Asset Commercial team.

Mariam answered questions from students and faculty about the differences she experienced between TAMUQ and Shell during her early years at work. "At work, unlike university, assignments are not always given to you. You have to learn how to shift to a more proactive mindset", explained Mariam, "and seek the work items and opportunities that interest you."

Several students were also interested in Mariam's move to the commercial space and how her technical expertise as an engineer supports her current role. "As engineers, we're trained to solve problems," she explained, "and that's a skill that's valued in all functions." In addition, she talked about the value of her time at site in terms of learning process operations and building relationships with internal stakeholders – two factors that she now leverages for her commercial contracts and projects.

Finally, Mariam talked about the ways that her experience at TAMUQ prepared her to meet her country's vision as well as her aspirations for the future. She also encouraged the current students of TAMUQ to make the most out of their time at university by learning and building connections with students and faculty.

Joining Mariam at the event were Bernhard Koudelka, VP Commercial Qatar, and Alice Greaves, Senior Commercial Advisor at Qatar Shell.

استضاف العميد سيزار مالافيه ومكتب التطوير والمشاركة والتوعية في جامعة تكساس ايه اند إم في قطر مريم المير في الحفل الافتتاحي الذي عقد مطلع العام الجاري «سلسلة خريجي مبادرة قادة الهندسة»، وهو نقاش بشأن مساهمات مهندسي الكلية في تطور ونمو قطر.

خلال الحدث، شاركت مريم خبراتها في شل قطر مع طلاب الجامعة وأعضاء الكلية والموظفين وتحدثت عن رحلة تطورها في شل قطر والتي بدأت في ٢٠١٢ حيث عملت كخبيرة تكنولوجيا العمليات في مجال تحويل الغاز إلى سوائل في مشروع اللؤلؤة، وأتمت برنامج خريجي شل ودراستها العليا في معهد ماساتشوستس للتكنولوجيا وهي تعمل حالياً في قسم الاصول التجارية.

أجابت مريم على أسئلة الطلبة والكلية بشأن الاختلافات التي واجهتها ما بين جامعة تكساس ايه اند إم في قطر وشل خلال سنوات عملها الأولى فيها، حيث قالت: «في العمل، على عكس الجامعة لا يتم إعطاؤك مهام للقيام بها بل يجب عليك أن تتعلم كيفية الانتقال إلى عقلية أكثر استباقية»، وفسرت مريم قائلة: «عليك السعي لفرص وعناصر العمل التي تهلك».

كذلك كان العديد من الطلاب مهتمين أيضاً في انتقال مريم إلى المجال التجاري وكيف استفادت من خبرتها التقنية في عملها الحالي. «كمهندسين؛ يتم تدريبنا على حل المشكلات، وهذه مهارة ذات قيمة في جميع الوظائف». بالإضافة إلى ذلك تحدثت عن قيمة الوقت الذي تمضيه في الموقع من حيث عمليات التعلم وبناء العلاقات مع الأطراف المعنيين داخليا وهما عاملين لهما تأثير إيجابي على عملها في مجال العقود والمشاريع التجارية.

أخيراً؛ تحدثت مريم عن وسائل التعليم والتدريب الي اكتسبتها خبرتها في جامعة تكساس ايه اند إم في قطر وذلك لتحقيق رؤيتها ببلادها بالإضافة إلى طموحاتها في المستقبل. لقد شجعت أيضاً الطلاب الحاليين في الجامعة على الاستفادة من وقتهم قدر الإمكان في التعلم وبناء العلاقات مع الطلاب وهيئة التدريس.

انضم إلى مريم في الحدث أيضاً بيرنارد كوديلكا وهو نائب رئيس القسم التجاري واليس غريفرز، المستشار التجارية العليا في شل قطر.

