

SPRING 2016



# SHELL WORLD QATAR

ECONOMIC | SOCIAL | ENVIRONMENTAL | HUMAN

## INTERVIEW WITH **SHEIKH THANI BIN THAMER AL-THANI**

Chief Executive Officer,  
ORYX GTL

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#### **SUCCESSFUL QATARI CAREERS**

Osama Ahmed  
Alaa Hassan

#### **GTL PRODUCTS FOR THE WORLD**

GTL Fuel – Synthetic Diesel  
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# FOREWORD

It is my sincere pleasure to welcome you to the Spring 2016 edition of Shell World Qatar.

With the year well underway, we continue to find ourselves in challenging times and across the board we are feeling the consequences of sustained low oil prices. As an organisation we continue to seek efficiencies and areas where we can reduce our operating expenditure without compromising Safety, Asset Integrity and Reliability.

We also remain wholly committed to quality Qatarisation. We are serious about the development and training of the many Qataris that have chosen to work for Qatar Shell and are building a cadre of Qatari leaders at all levels in the company. We see the development of Qatari staff as a business imperative and an important contribution to delivering the National Development Strategy and the Qatar National Vision 2030.

The flagship of our business here in Qatar Shell is Pearl GTL and the plant continues to deliver safe and reliable production generating significant value despite the challenging oil and gas prices. However, our business is broader than Pearl GTL, with our substantial stake in Qatargas 4 (QG4), an LNG asset that really sets the benchmark on operational excellence. Qatargas and Qatar Shell recently signed a Memorandum of Understanding (MoU) with Maersk Shipping and then with United Arab Shipping Company to establish a QG4 linked LNG bunkering (ship fuel) position in the Middle

East, further cementing our partnership with Qatargas and the State of Qatar.

Our contributions to the State of Qatar extend well beyond our assets and projects. Despite the pressure of continued low oil prices we have still had many opportunities to engage with a broad range of Qatari stakeholders during the first part of 2016. Events have included partnering with the Qatar Leadership Centre, participating in National Sports Day, supporting the GCC Traffic Week, our technology collaboration with local universities and our ongoing work on to support entrepreneurship in Qatar. These are just a few examples of the wider contributions that give additional purpose to our work.

We continue to put particular focus on the development of Small and Medium Enterprises (SMEs) in Qatar, through our agreement with Qatar Development Bank. This arrangement gives local providers of goods and services access to Shell's business opportunities and enables them to become the supplier of choice for Qatar Shell and Pearl GTL. The program has been growing year on year, and will allow Qatar Shell to spend an increasing part of its annual procurement expenditure with local companies.

On behalf of the entire Qatar Shell community, I wish you good fortune and all the best for the remainder of 2016. And finally, as the Holy Month of Ramadan approaches, I would like to wish everyone a blessed and peaceful Ramadan Kareem.



*Michiel Koool*

**MICHEL KOOL**  
Managing Director and  
Chairman of Qatar Shell



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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.

**Yvonne.Shaw@shell.com**



# EVENTS GALLERY



Amro Al Hamad and Nayef Sabeh  
at the HBKU Career Fair



HE Dr. Mohamed Al-Sada, Minister of Energy & Industry  
and HE Mr. Salah bin Ghanem Al-Ali, Minister of Culture & Sports  
National Sports Day



HBKU Career Fair 2016



Ribbon Cutting Ceremony – HBKU Career Fair 2016



Road Safety GCC Traffic Week



MoU for LNG as a Marine Fuel Collaboration between Shell, Qatargas and UASC – United Arab Shipping Company





Enterprise Challenge Qatar 2016  
recognises winners of the Schools Grand Final Competition



HE the Prime Minister and Abdulaziz Al-Khalifa, QDB CEO  
at Moushterayat Conference



HE Minister of Energy & Industry  
and Michiel Kool, Qatar Shell



TAFAWOQ Workshop



Dutch Ambassador to Qatar,  
HE Yvette Burghgraef - van Eechoud and Rob Sherwin,  
Qatar Shell at MELA



MOU Qatargas - Shell - Maersk Signing LNG Bunkering



Emir's Camel Race with "friendly camel"





“

QATAR NATIONAL  
VISION 2030 DEFINES  
THE ROADMAP FOR  
QATAR'S FUTURE AND  
WE CLEARLY NEED TO BE  
AT THE FOREFRONT OF  
THAT VISION HELPING  
TO DRIVE PROGRESS  
BY PROVIDING BETTER  
OPPORTUNITIES AND  
A BETTER WAY OF LIFE  
FOR THE COUNTRY'S  
CITIZENS.

”

**Sheikh Thani  
bin Thamer Al-Thani**

Former Deputy Managing Director  
of Qatar Shell GTL

# INTERVIEW WITH **SHEIKH THANI BIN THAMER AL-THANI**

*FOLLOWING 12 YEARS AS DEPUTY MANAGING DIRECTOR OF QATAR SHELL GTL, IN LATE 2015 SHEIKH THANI BIN THAMER AL-THANI WAS APPOINTED CHIEF EXECUTIVE OFFICER OF ORYX GTL. SHELL WORLD QATAR RECENTLY CAUGHT UP WITH SHEIKH THANI TO SEEK HIS REFLECTIONS ON QATAR SHELL AND TO UNDERSTAND THE EXCITING CHALLENGES HE FACES IN HIS NEW ROLE.*





**As you reflect on the 12 years that you were at Qatar Shell GTL, what would you consider to be the main highlights?**

There have been many outstanding events that I have been fortunate to share during my time at Shell but undoubtedly the highlight for me would be being part of the incredible journey of the construction of Pearl GTL. At peak construction, over 52,000 people were employed on site and along with managing an extremely diverse workforce came the added challenges of building capacity, establishing a safety culture, embedding a team spirit and developing trust. To be so integrally involved in building Pearl GTL, the largest and most complex energy project ever launched in Qatar, was indeed a privilege and has left many wonderful memories.

**When you joined Qatar Shell, did the job live up to your expectations and what do you think as the biggest challenge that you faced?**

Because Shell was only just re-entering Qatar, having exited the country in the early 1990's, I did experience some doubts before joining what was a relatively unknown quantity. As

expected, the major challenge was rebuilding relationships and reputation. This was, in no small part, driven by Andy Brown who led Qatar Shell during the project phase. Wael Sawan then built on those foundations by embedding deep relationships with Qatar Petroleum and the State of Qatar even further. I now look to Wael's successor Michiel Kool to continue to drive and champion successful and meaningful Qatarisation in Qatar Shell.

**In years to come, when someone who has worked with you is asked for recollections, how would you like to be remembered?**

If I could be remembered for anything, I would like it to be as a "people person". I always strive to be straight forward, honest and supportive even at times of difficult conversations. When care for people is driven down from the top of the house as a core value, it instills the right behaviours throughout the organisation.

**You have been in your new role at ORYX GTL for several months. How are you managing the duality of getting to know a new business**







### whilst driving daily operations?

Inheriting a great legacy and team from my predecessor Abdulrahman Al-Suwaidi, has made the transition into my new role very easy. The support I have been given to get up to speed has been incalculable whilst at the same time the team quickly understood my message that each was responsible for their own part of the business and to focus on delivery and to really manage costs as though it's their own money. My vision is for a performance-driven organisation and I would like to embed an empowering macro-management style in the business. The team has been given well-defined targets and KPI's and are clear on my objectives for the company.

### Qatarisation is an integral part of the business and we know that it is a personal passion for you. How do you intend to develop talent and help Qataris grow to the next level?

Qatarisation of the workforce in ORYX GTL currently sits at a very healthy 45%, 60% of whom are women. We aim to grow that to 47% by the end of the year. Our objective is on quality Qatarisation and the correct development and placement of talented nationals within the organization. Additionally meaningful roles with defined succession plans are imperative to attracting and retaining a committed Qatari workforce. We are dedicated to maintaining a challenging and rewarding work environment that will encourage knowledge sharing, build skills and develop local talent.

### What is your personal vision for ORYX GTL and where do you see the company in five years?

Qatar National Vision 2030 defines the roadmap for Qatar's future and we clearly need to be at the forefront of that vision helping to drive progress by providing better opportunities and a better way of life for the country's citizens. GTL is a great concept but it needs to grow and gain trust with investors and end users. If we continue to promote the benefits of GTL the potential for growth is substantial. At the same time I would like to see ORYX GTL considered one of the best downstream companies in the region and I firmly believe that we are heading in the right direction.

### In conclusion, when you are away from the "helm of the ship", how do you like to spend your downtime?

This is an easy question to answer; quite simply – with my family. Spending quality time with my children is incredibly important to me. Their honesty and forthrightness keep me grounded. Whilst disengaging from the business is not always easy, I am diligent in ensuring that I apportion time for my family and I treasure every precious moment spent with them.





# QATAR SHELL REINFORCES SUPPORT FOR LOCAL SMES

## SHELL SUPPORTS 3<sup>RD</sup> ENTREPRENEURSHIP ECONOMIC DEVELOPMENT FORUM FOR SECOND YEAR

Qatar Shell recently supported the 3rd Entrepreneurship in Economic Development Forum' (EED), for a second consecutive year, as part of its support for the Qatar National Vision 2030, and its goal of promoting the development of the local private sector.

Held under the patronage of His Excellency Sheikh Abdullah bin Nasser bin Khalifa Al Thani, the Prime Minister of Qatar, the 3rd EED Forum attracted hundreds of local, regional and international entrepreneurs, economists, business leaders, banks and specialised financial organisations, as well as major public and private institutional representatives.

Addressing Qatar Shell's ongoing endorsement of the Forum, Managing Director and Chairman, Michiel Kool, said, "It is an honour for Qatar Shell to offer its support to the EED for a second consecutive year since it aligns seamlessly with our nationwide strategy to promote and accelerate the development of the private sector in Qatar, in collaboration with our local partners."

"We continue to execute this strategy through our Corporate Social Responsibility programmes, which on the one hand – support existing Qatari Small to Medium Enterprises (SMEs), in partnership with Qatar Development Bank (QDB), by encouraging them to join

our local supply chain," he added. "While on the other, seek to inspire the spirit of entrepreneurship in young people, in partnership with Bedaya, through the 'Enterprise Challenge Qatar' competition."

Qatar Shell's Local Content Manager, Amro Ahmed, delivered a presentation detailing how companies can join the Qatar Shell tender process and become supplier of choice for Pearl Gas-to-Liquids (GTL), the world's largest GTL plant delivered by Qatar Petroleum and Qatar Shell.

Since 2013, Qatar Shell has presented more than 500 SMEs with 19 business opportunities. Among them, the SMEs who expressed interest then followed Shell's pre-qualification process, and those who pre-qualified were invited to tender. Companies were then shortlisted based on their technical capability and commercial bids.

In the past three years, a total of 150 local SMEs have registered their interest with Qatar Shell, and more than 90 SMEs have been invited to tender. A total of 14 local SMEs have been awarded contracts with an aggregate value of QR 73million.

Awarded SMEs are provided with ongoing support and guidance by Qatar Shell and

are also granted a grace period of up to 18 months, if required, to set up and raise their operating standards to Pearl GTL required levels.

In addition to its efforts to support existing local SMEs, Qatar Shell also seeks to inspire young Qataris to consider entrepreneurship as a career option.

In 2012, Bedaya and Qatar Shell joined hands to launch 'The Enterprise Challenge Qatar', an annual business simulation and learning competition designed to encourage young Qataris to become entrepreneurs, by enhancing their business knowledge and equipping them with valuable business skills such as team work and strategic thinking.

The programme, which continues to gain increasing popularity, has to date seen participation from more than 1,400 students from 14 schools and 13 universities across Qatar. These students have been coached by more than 120 volunteer mentors, the majority of whom are Qataris.

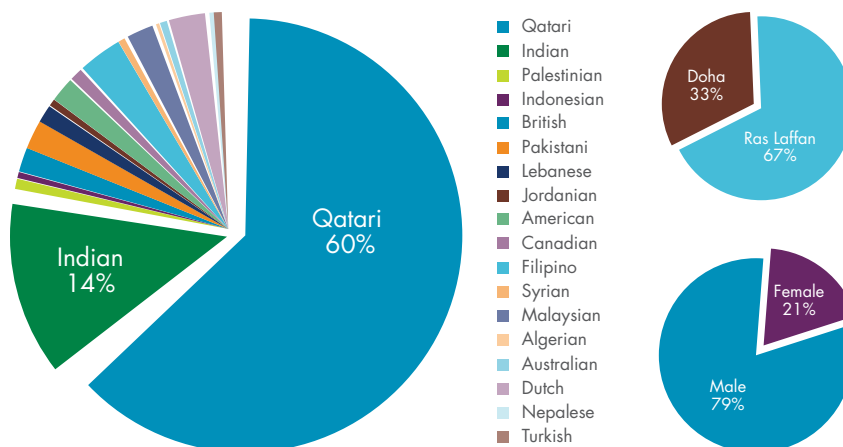
In 2015, Qatar Shell and Bedaya won SDC's Reyada 'Outstanding Entrepreneurial Support' Award for their support to Qatari entrepreneurs and small and medium enterprises, including through 'The Enterprise Challenge Qatar' 





# SHELL'S YOUNG PROFESSIONAL NETWORK IN QATAR GROWING FROM STRENGTH-TO-STRENGTH

The Shell Young Professional Network in Qatar (YPN-Q), a branch of the wider YPN-Middle East & North Africa, is a social organisation with a mission to support young professionals at Qatar Shell in the early stages of their career. It aims to enhance development and widen professional and social networks.



YPN - Q is comprised of 400 members from over 32 nationalities.

At Qatar Shell we believe it is this passionate and diverse community that will drive our journey towards becoming one of the most innovative and competitive energy companies in the world, while empowering the future leaders of Shell from within the region.

The YPN strives to foster a motivating and innovative environment by:

- Establishing Qatar Shell as the employer of choice among Young Professionals
- Supporting the Qatar National Vision 2030 in the realm of social, human, and environmental development
- Stimulating cutting edge thinking on pressing themes
- Building strong relationships across borders
- Embarking on a journey with Shell into the future of energy

YPN-Q regularly brings together young professionals for an array of activities geared towards social, cultural, and career development. Earlier this year they gathered for a 'Lunch and Learn' event with Osama Ahmed, the Site Reliability Manager at the world's largest Gas-to-Liquids plant delivered by Qatar Petroleum and Qatar Shell – Pearl GTL. Sharing his impressive career journey at Shell, Ahmed also discussed his experience on a Long-term International Assignment, and articulated his vision for the Reliability team at Pearl GTL.

Earlier this year, the YPN-Q also hosted its first engagement with Michiel Kool, Managing Director and Chairman of Qatar Shell Companies, followed by a 'Speed Mentoring' event, during which key organisational leaders including Michiel, Elizabeth Kumar – Learning

Manager, Michael Joinson – PU Manager GTL, Nisrine Al Kadi – Subsurface Team Lead, Mohammed Abu Jbara – CSR Manager and Frank Schuller – Asset C & P Manager, shared valuable insight into life at Shell, true leadership skills, career development and the power of networking.

The YPN-Q has many more events planned for 2016 and looks forward to enthusiastic participation and feedback





# QATAR SHELL AND THE DALLAH GROUP A PROFESSIONAL PARTNERSHIP FOR MORE THAN A DECADE

ESTABLISHING  
MUTUALLY  
BENEFICIAL  
PARTNERSHIPS THAT  
CONTRIBUTE TO  
THE GROWTH OF  
QATAR'S ECONOMY.



In 1982 Dallah Group was established launching its first of five companies; Dallah Advertising. Since then, the organization has grown progressively to serve the needs of the local market and provide its clients with a higher level of service. For instance, having once outsourced the production of all printable materials, the Dallah Group established its own printing press and production house called the Digital Print Centre in 2003. The organisation saw its next leap forward in December 2010, when Qatar won the FIFA™ 2022 World Cup bid, and the Group's leadership took a strategic decision to capitalise on the local sports and events market that had recently opened up. It was at this time that the Dallah Group

partnered with renowned international agency SDI Marketing, whose headquarters is in Toronto. Globally led by President and CEO, Roy Roedger, a two-time ice hockey Olympian, who instills the highest level of performance and execution throughout the organisation.

Having established a working relationship in 2004, the Dallah Group and Qatar Shell have had a professional partnership for more than a decade. Qatar Shell World Magazine catches up with the Group's Chairman, Rashid AlNuaimi, and Group's CEO, Wassim Aldayah, to explore the mutual benefits of such a successful long-term partnership.

## **The Dallah Group and Qatar Shell have a working history that spans more than a decade, can you tell us a bit about this fruitful partnership?**

Our working relationship with Qatar Shell began in 2004, a year after we'd established the Digital Print Centre under the Dallah Group. However, all five companies within the Dallah Group have, in multiple ways, contributed to our successful partnership with Qatar Shell over the past 12 years. Currently, Digital Print Centre handles the photography, videography and production contracts for Qatar Shell, which sees our internal team work closely alongside Qatar Shell's Production Centre of Excellence. Additionally, Dallah Advertising



Agency's creative team handles all the design and creative aspects of the production contracts we hold with Qatar Shell, while Aldar Printing Press handles all our offset printing requirements. Hadu Projects manages our merchandising contract for Qatar Shell where we provide top quality merchandising products.

Meanwhile, SDI Marketing helps to execute Qatar Shell's award-winning Corporate Social Responsibility (CSR) initiatives that support the four pillars of the Qatar National Vision 2030. The first initiative is the Darb Al Salama (Safe Journey) initiative, which is a Community Outreach Programme and a long-term sustainable initiative that helps change behaviour in order to reduce fatalities and serious injuries, resulting from road accidents. SDI Marketing also works with Qatar Shell on its multiple award-winning Koora Time initiative, delivered in partnership with the Qatar Football Association, designed to improve the health and wellbeing of young people in Qatar through Football.

Over the years we have built Qatar Shell's exhibition stands at respected events such as the International Petroleum Technology Conference, branded the entire corniche for the first ever Formula 1 (F1) event in Qatar – sponsored by Ferrari and Qatar Shell, achieved a Guinness World Record when Koora Time first participated in Qatar's National Sport Day, and built a moving tour that went throughout Qatar to promote the 41st Emir Cup. Our working history with Qatar Shell is extensive and nothing

short of exciting, and we are very proud of it, and look forward to the future and continuing to grow our relationship with Qatar Shell.

**As part of its support for local small and medium-sized enterprises (SMEs), Qatar Shell recently awarded the Dallah Group with a contract to become supplier of choice for Pearl GTL, can you tell us more about this?**

As part of this nationwide strategy that supports local SMEs, we were chosen from among 30 SMEs shortlisted to tender for seven business opportunities presented to the local market. This initiative offers local enterprises the opportunity to become supplier of choice for Pearl GTL, the world's largest gas to liquids plant, delivered by Qatar Petroleum and Qatar Shell, and we are very proud to have qualified for this contract. This new opportunity builds on our existing relationship with Qatar Shell and helps to further progress it. We are excited about this new partnership as it signifies a new chapter in our work with Qatar Shell. It was a great honour for us to be awarded with a call-off contract for the provision of safety signs (including base plates and fittings), stickers, valves, spade isolation tags and labels, as part of Qatar Shell's award winning CSR initiative, delivered in partnership with QDB, that supports local businesses.

**What do you think of Qatar Shell's support for local SMEs through its CSR initiative delivered in partnership with Qatar Development Bank?**

The support Qatar Shell provides to local business through the offering of business opportunities for the world's largest gas to liquids plant, is nothing short of admirable. Not only does it showcase Qatar Shell's willingness to invest in the country and its people, to positively impact Qatar as a whole, but it also provides local SMEs an invaluable growth opportunity, by working alongside a globally recognised brand – and the Dallah Group is an excellent example of this.

We started with small jobs for Qatar Shell; were granted chances to prove ourselves based on our deliverables, employees and quality of work, time and again. Having capitalised on every opportunity presented to us, we managed to build a trusting relationship with Qatar Shell that naturally saw greater opportunities present themselves throughout the years. This has, without a doubt, helped us grow our business to one that now handles six separate contracts for Qatar Shell that run in parallel with each other, which is honestly, amazing.

**So would you say an SME such as the Dallah Group has benefited from working with Qatar Shell?**

The Dallah Group has benefited immensely through its work with Qatar Shell, as it enables us to not only increase our revenue but expand our business and improve our overall performance. More importantly, working with Qatar Shell has helped us elevate our business performance by facilitating the observance of best practices. For example, over the years we have witnessed the positive impact of Qatar Shell's 'Goal Zero' ambition that targets zero injuries, and translates across all operations and aspect of its business. This stringent approach to safety is something we admire and therefore adopted internally. Actually, in 2013 when we were in the middle of our Koora Time tour in preparation for the 41st Emir Cup, we had to cancel our first event due to severe weather conditions. Although unfortunate, it was rewarding to receive praise from Qatar Shell for our swift decision to put safety first, and this truly reflects the Qatar Shell ethos. Qatar Shell also focuses on the welfare of its employees, an approach we have adopted as well. To further follow in the footsteps of Qatar Shell we are currently working on attaining our Green Band status to achieve world-class safety standards. To hold the business of such a prestigious organisation as Qatar Shell for as long as we have, speaks volumes to people in the marketplace about our professional identity in Qatar. We have been able to showcase our diverse expertise and top class client servicing with Qatar Shell, and in turn, we use our Qatar Shell case studies and learnings when introducing ourselves to existing and new clients, which most definitely serves our corporate image well.





# OSAMA AHMED

## RELIABILITY MANAGER

### PEARL GTL



Osama joined Qatar Shell in 2008 as a project engineer at the Pearl Gas to Liquids (GTL) plant, the world's largest GTL plant built in partnership with Qatar Petroleum (QP)

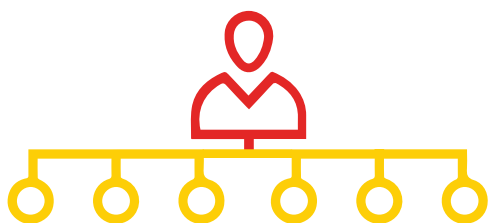
Osama performed so well he was asked also to be the assistant to the Pearl GTL project Director



Osama then went on to join Qatar Shell's Accelerated Development Programme, where he was responsible for designing the delivery model of the Qatar Projects Hub that now delivers small and medium sized projects worth up to \$500m (QR1.8bil) for Qatar Shell



After that Osama relocated to the Shell Headquarters for three and a half years in the Netherlands to work on the Al Karaana Petrochemical's project where he was a key player in the project engineering department and in the tendering evaluation team



In his current position as Pearl GTL Reliability manager, Osama is managing a team of six to ensure that the world's largest GTL plant is running reliably

With around 300 Qataris holding technical and commercial positions at all levels of the company, Osama is just one example of how Qatar Shell seeks to support the Human Development Pillar of the Qatar National Vision 2030 through Qatarisation



The Human  
Development  
Pillar



EDUCATION



HEALTH



WORK FORCE



# POSITIVELY IMPACTING QATAR: RELIABILITY MANAGER AT PEARL GTL

**'QATAR SHELL RECOGNISES TALENT AND NURTURES IT  
THROUGH A TREMENDOUS SUPPORT NETWORK'**

With the State of Qatar undergoing rapid change during its transition towards a knowledge-based society, the oil and gas sector remains at the core of the economy. Therefore, for ambitious Qataris seeking to give back to their nation Qatar Shell provides an ideal platform to do so.

Osama Ahmad joined Qatar Shell in 2008 as a project engineer at the Pearl Gas to Liquids (GTL) plant, the world's largest GTL plant built in partnership with Qatar Petroleum (QP).

"I had a great sense of national pride working on the Pearl GTL project because it felt like I was making a big contribution to my country," said Ahmad. "In my role as project manager I became responsible for the pipeline that transported products to the jetty, so in a way I was facilitating the exportation of Qatar's national treasure to the world, which made me proud."

Seven years on from his initial role at Qatar Shell, Ahmad has returned to Pearl GTL as the Reliability Manager, supported by a team of six. In this role he is tasked with ensuring that the world's largest GTL plant is running at

optimal capacity. However, this formidable yet tremendous responsibility was only achieved after a remarkable journey within Qatar Shell.

Ahmad advanced his career after having been acknowledged for his performance as project engineer, which saw him rewarded with a second position as an assistant project director. "In this role I gained fantastic insight into what happens on the project director level and what it takes to bring the different pieces of the mega projects puzzle together," he said.

Ahmad then went on to join Qatar Shell's Accelerated Development Programme, which saw him involved in the founding of the Qatar Projects Hub that now delivers small and medium sized projects worth up to \$500m (QR1.8bil) for Qatar Shell.

"After the Pearl GTL execution phase came to an end I decided to peruse another stretch in my career and joined the, back then, new Al-Karaana project. This decision saw me leave my comfort zone and relocate to the Shell Headquarters in the Netherlands," said Ahmad. "There, I joined the Pre-Front End Engineering Design (FEED) activities through

FEED tendering, and FEED and Engineering Procurement Construction (EPC) tendering, in order to develop the full mega projects cycle experience."


On the then Al Karaana project, which has since been halted following a decision arrived upon by both partners QP and Qatar Shell, Ahmad was a key player in the tendering evaluation team.

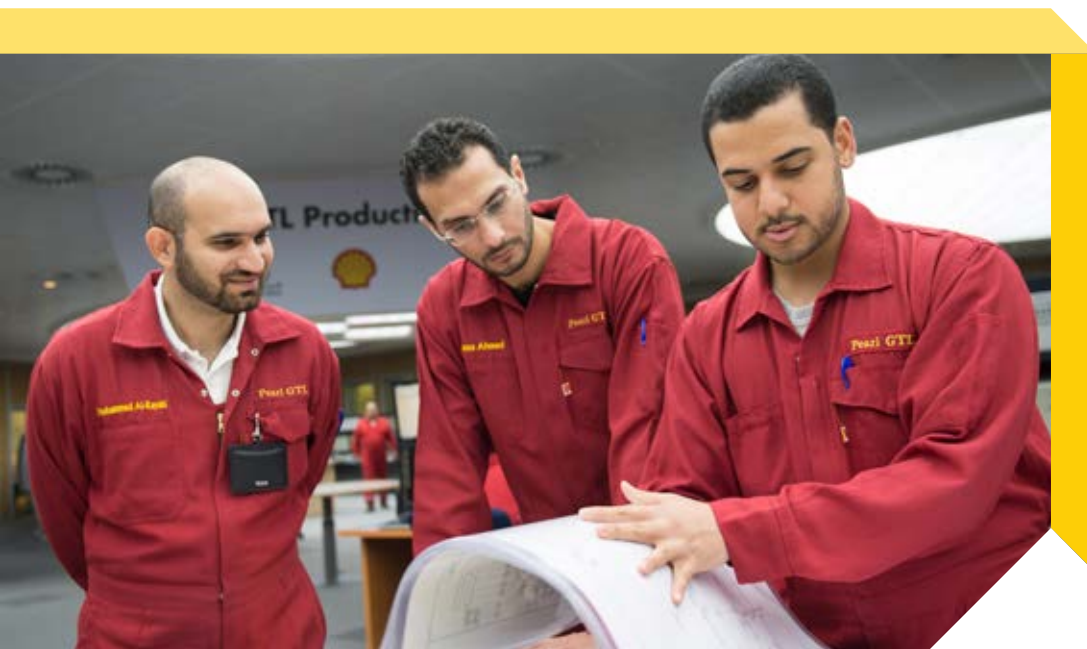
"Relocating to Shell's headquarters for four years and working on a new project was a great experience because it placed me in a completely new living and working environment, which taught me so much about myself. On a professional note it was a real eye opener to see how such a massive organisation such as Shell is organised and operates."

Ahmad was exposed to such insights after also having joined the business development team at the headquarters in the Netherlands.

With about 300 Qataris within Qatar Shell, all holding technical and commercial positions at all levels of the company, Ahmad is but one example of how Qatar Shell seeks to support the Human Development Pillar of the Qatar National Vision 2030 through Qatarisation.

"I am proud to be a part of Qatar Shell because it is an organisation that recognises talent and nurtures it through a tremendous support network," said Ahmad. "I would not have developed as smoothly, both personally and professionally, the way I have had it not been for the guidance and advice of both my various mentors and coaches."

"I am proud to be part of an organisation that nurtures Qatari talent and supports its growth, while making real contributions to my country, because at Qatar Shell we impact Qatar together." 





# QATAR SHELL PROVIDES RICH LEARNING ENVIRONMENT FOR INDUSTRY PROFESSIONALS

*"AT QATAR SHELL WE ARE ALWAYS ENCOURAGED TO EXCEED BOUNDARIES OF ACHIEVEMENT AND THRIVE"*

As Qatar journeys towards a knowledge-based society, Qatar Shell continues to positively impact the nation through the training and development of Qatari nationals.

As an organisation with more than 300 Qatari staff holding technical and commercial positions at all levels of the company, Qatar Shell seeks to become the employer of choice for ambitious Qatari nationals who are eager to give back to their nation.

However, as the energy industry remains a male dominated profession, Qatar Shell, alongside leading energy companies worldwide, continues to promote the inclusion of women in its workforce to bridge the gender imbalance that permeates the industry.

Alaa Hassan joined Qatar Shell as a production geologist in 2013 after graduating from Texas A&M University at Qatar with a Bachelor of Science degree in Petroleum Engineering.

"As part of my job at Qatar Shell I help develop awareness of geological concepts that allows us to create models and software to continue to understand field development," Alaa commented, she went on to say further that "creating digital models, by studying the fields, allows us to further understand the behaviour and the performance of the field over time."

Such a role makes Alaa proud to perform a function within Qatar Shell that positively impacts her country as a whole. "The subsurface is never 100% understood, so what



we do is work to continuously develop further understanding of the fields to try and minimise the degree of uncertainties," she adds. "We do this by incorporating the data we collect into existing data models to deepen our understanding of the subsurface."

Alaa was also recently presented with the opportunity to explore her profession even further by joining the Wells Team offshore for two days, to gain a practical understanding of how her work contributes to the bigger picture. "I was lucky to be presented with the opportunity to join the Wells Team offshore and see the rock samples being acquired from 100 feet inside the subsurface," she says. "It was very exciting to witness this process and observe what the subsurface looks like in that environment."

"In the office we are in constant contact with the offshore team and closely monitor their operations, as the samples they collect provide us with analytical material that helps increase our knowledge of the subterranean world we explore," adds Alaa. "To live the offshore experience and witness how everyone works as such a close-knit team was something I would never have gained in the office, and I am grateful to Qatar Shell for making possible this eye-opening opportunity for me."

Alaa's biggest takeaway from her offshore experience is coming to the realisation of just how important Shell's safety standards are, to not only herself and her colleagues, but Qatar's oil and gas industry-at-large.





"It was truly amazing to see the dynamics of the offshore team and how it is ingrained in their work to look out for each other's safety all the time," she says. "On the rig it was Qatar Shell and two other energy companies all working together, observing Qatar Shell's safety codes, while working towards a common goal."

As a newlywed, who's husband also works offshore for Qatar Shell, Alaa is pleased with the work-life balance the organisation offers her.

Alaa is ambitious to master her field and says her biggest challenge is to improve herself. "I am passionate about my job and enjoy it very much, which is why I am constantly thinking about how to be better," she says. "at Qatar Shell we are always encouraged to exceed boundaries of achievement and thrive."

With the opportunity to work within such a rich learning environment, both technically and culturally, Alaa is more than happy to put in all the extra effort necessary to support her team.

"I'm more concerned with my development than I am about long working hours, because as long as I am at work I'm learning," she says. "And with all the diverse experiences I've encountered at Qatar Shell, I am extremely proud to be part of an organisation that nurtures Qatari talent and supports its growth, while enabling me to make real contributions to my country, because at Qatar Shell we truly do impact Qatar together." 

“

AS FEMALES AT QATAR SHELL, AND AS A QATARI FEMALE MYSELF, WE ARE PROVIDED WITH EVERYTHING WE NEED TO DO OUR JOBS, AND THE MANAGEMENT IS VERY SUPPORTIVE.

**Alaa Hassan**  
Offshore Engineering  
Qatar Shell

”



# THE REVOLUTIONARY MOTORCYCLE OIL MADE FROM NATURAL GAS

At the recent 2016 MotoGP World Championship that took place at Losail International Circuit, the Ducati team participated using Shell's "made in Qatar" Gas to Liquids lubricants in their motorcycles with Andrea Dovizioso grabbing second place for the Ducati Team. Shell and Ducati enjoy one of the most respected Technical Partnerships in motorsports, achieving more than 150 race wins and a total of seven Riders' World Titles in MotoGP and the World Superbike Championship.


Shell understands that today's vehicles need a motor oil that keeps pace with their changing demands and does more to improve performance and engine life. It is with this knowledge that Shell developed an entirely new process, starting with natural gas to produce base oils; the main component of motor oils.

Shell is very proud of the revolutionary Shell Advance Ultra with PurePlus Technology. It is Shell's most advanced synthetic motor oil to date, derived from gas-to-liquids (GTL) manufactured at Pearl GTL, the world's largest GTL plant, located in Ras Laffan Industrial City. The GTL process converts natural gas into crystal clear base oil with virtually none of the

impurities found in crude oil. The end result is a product that delivers even higher levels of quality, efficiency and performance.

The lubricant produced from this process, Shell Advance Ultra with PurePlus Technology plays an integral role in protecting the Ducati engines in MotoGP. The tailored blend is designed to reduce friction and increase power, whilst maintaining the performance of the engine and gearbox by protecting them against metal wear.

Following the race, Michiel Kool, Managing Director and Chairman of Qatar Shell Companies, congratulated the Ducati team on their achievements during the MotoGP weekend. He commented that the Technical Partnership with Ducati provides Shell with an environment to test its Shell V-Power fuels and Shell Advance Ultra oils in extreme conditions, and provides greater understanding of what will deliver improved power and performance.

2016 sees Shell and Ducati celebrate an impressive milestone; 18 successive seasons of technical collaboration and working more closely than ever to get the best out of the Shell Advance lubricants and Shell V-Power fuels. 



## BENEFITS OF USING LUBRICANTS WITH PUREPLUS BASE OILS



Less  
equipment  
wear



Reduced fuel  
consumption



Better  
equipment  
cleanliness



Longer  
lubricants  
life





“

THE TECHNICAL PARTNERSHIP WITH DUCATI PROVIDES SHELL WITH AN ENVIRONMENT TO TEST ITS SHELL V-POWER FUELS AND SHELL ADVANCE ULTRA OILS IN EXTREME CONDITIONS, AND PROVIDES GREATER UNDERSTANDING OF WHAT WILL DELIVER IMPROVED POWER AND PERFORMANCE

”

**Michiel Kool**

Managing Director and Chairman  
of Qatar Shell Companies





# PEARL GTL CONDUCTS SUCCESSFUL TRIAL ASSESSING USE OF SYNTHETIC DIESEL IN QATAR

7-WEEK OPERATION  
INVESTIGATES LOGISTICAL AND  
COMMERCIAL CHALLENGES OF  
USING GTL FUEL IN QATAR





Shell World met up with Ali Al Sharshani, the Business Opportunity Manager for GTL Fuel use in the domestic market in Qatar. Pearl Gas-to-Liquids (GTL), the world's largest GTL plant delivered by Qatar Petroleum (QP) and Qatar Shell, successfully completed an onsite seven-week proof of concept trial recently. The key objective of the operation was to understand the logistical and commercial challenges of using GTL Fuel in Qatar.

The trial was conducted in anticipation of the new EN 15940 European paraffinic diesel fuel standard that was formally ratified by the European Committee for Standardisation (CEN) on 15 April 2016 after a 9 year consultation process originally initiated by Shell in 2007.

GTL Fuel is categorised as synthetic diesel, which is a replacement for conventional diesel – the main difference being the source. GTL Fuel is produced from natural gas, while conventional diesel is produced from crude oil. GTL Fuel can be used as 'drop-in' fuels replacing conventional diesel and are designed to improve local air quality without the need for engine modifications or changes to the existing fuel infrastructure.

As part of the EN 15940 ratification process, Shell has conducted many field trials in major cities around the world, and this proof of concept trial is a key milestone for the State of Qatar and Pearl GTL as it contributes to an agenda to de-risk the introduction of GTL Fuel to the domestic market.

"The accumulated knowledge of Shell's global trials is summarised in the GTL Fuel Knowledge Guide which is being shared with customers and contractors for reference. Building on this vast experience and technical know-how, the fuel used in the Pearl GTL trial, was enhanced using an additive package – identified based on the previous successes of various worldwide GTL Fuel trials", Ali Al Sharshani, the Business Opportunity Manager explains.

Completed successfully in January 2016, the trial, which comprises phase one of this endeavour, was conducted safely with no operational or technical issues, without any incidents and no adverse observations with respect to the vehicles or machinery used. Additionally, the feedback from the drivers and machine operators was overwhelmingly positive. This outcome was not unexpected given earlier positive experiences in previous small scale trials conducted by the State of Qatar with synthetic diesel in 2006, 2009 and 2015.

Recently manufacturers such as Caterpillar and Peugeot have fully approved the use of GTL Fuel in all their engines, while many other engine manufacturers are heading in the same direction with the EN 15940 now formally ratified.

All these positive developments hopefully are an indicator that the domestic supply of GTL diesel may not be too far off as it supports the Environmental Pillar of the Qatar National Vision 2030 by lessening environmental impact by reducing local emissions from diesel light and heavy duty vehicles and power generator sets, while offering an alternative sustainable supply to the State of Qatar.

The first phase, or proof of concept trial, was a short, small-scale, low cost operation conducted to gain a deeper understanding of the logistical aspects of using GTL fuel, assess fuel quality and evaluate any challenges that could arise ahead of the implementation of the next phases.

Ali concludes hopeful for the future: "The success of this trial provides the team with all confidence for the future plans both for prolonged and more extensive testing on the Pearl GTL site including quantification of local emission reduction by using GTL Fuel in a "standard fleet" as well as working closely with our strategic partner Qatar Petroleum in support of realizing the vision: GTL Fuel, made in Qatar, used in Qatar." 





# MINISTRY OF MUNICIPALITY AND ENVIRONMENT, TEXAS A&M AND QATAR SHELL SIGN **3 YEAR AGRICULTURE RESEARCH AGREEMENTS**



The Ministry of Municipality and Environment, Texas A&M University at Qatar and Qatar Shell Research and Technology Centre (QSRTC) recently signed a three year Research & Development (R&D) agreement exploring the use of Pearl Gas to Liquids (GTL) biosolids, a byproduct of the GTL process, for the production of fodder crops at the Ministry's experimental farm in Rawdat Al Faras. Qatar is considered a pioneer in the field of protected farming in the Gulf region.

The signing ceremony took place at The Ministry of Municipality and Environment and was attended by HE Sheikh Dr. Faleh bin Nasser Al-Thani, Assistant Undersecretary of Agricultural Affairs, Livestock and Fisheries, Ministry of Municipality and Environment, Dr. Ann L. Kenimer, the Interim Dean of Texas A&M at Qatar, and Mr. Michiel Kool, Managing Director and Chairman of Qatar Shell Companies.

Biosolids are the byproduct of a biological water treatment process at Pearl GTL whereby living micro-organisms, rather than chemicals, treat the industrial water produced in the gas-to-liquids conversion process. Global uses of biosolids include application as a soil enhancer to improve and maintain productive soils, stimulate plant

growth and increase water retention. They are also used as a soil enhancer in gardens and parks.

The agreements will focus on carrying out research to study the feasibility of using Pearl GTL biosolids as soil enhancer for growing fodder crops, and then evaluate their environmental impact and benefits in terms of improving the soil composition in Qatar.

HE Sheikh Dr. Faleh bin Nasser Al-Thani, Assistant Undersecretary of Agricultural Affairs, Livestock and Fisheries, Ministry of Municipality and Environment said: "At the Ministry we aim for inclusive and sustainable growth for future generations in Qatar. That is why we are delighted to collaborate with QSRTC and Texas A&M at Qatar to explore the suitability of use of Pearl GTL biosolids in agriculture to improve soil properties in Qatar."

Dr. Ann L. Kenimer of Texas A&M at Qatar said: "This research collaboration with QSRTC and the Ministry of Municipality and Environment aims to identify sustainable and economically beneficial solutions for industrial by-products. This project aligns with Texas A&M University at Qatar's research priorities and supports Qatar's quest to





become a knowledge-based economy in which research plays a vital role in resolving emerging issues and furthering development."

Michiel Kool, Managing Director and Chairman of Qatar Shell Companies said: "We are extremely proud to once again collaborate with the Ministry of Municipality and Environment and Texas A&M at Qatar. This agreement builds on our existing 10 yearlong R&D collaboration agreement with the Department of Agriculture which includes the Rawdat Al Faras research farm."

At QSRTC we will continue to cooperate with academia, government, non-profit organisations and private sector partners to provide research and innovative solutions that will help mitigate and resolve energy challenges faced by Qatar, in turn delivering sustainable impact in support of the Qatar National Vision 2030."

As the anchor tenant of Qatar Science and Technology Park, QSRTC continues to play a vital role in shaping the future of R&D in Qatar, through ground-breaking research and thought-leadership into energy and environmental challenges faced by Qatar. Its programme of dynamic collaborations with both the local and international academic community ensures QSRTC meets its mandate to add value to Pearl GTL and the State of Qatar, in line with Qatar National Vision



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WE ARE EXTREMELY PROUD TO ONCE AGAIN COLLABORATE WITH THE MINISTRY OF MUNICIPALITY AND ENVIRONMENT AND TEXAS A&M AT QATAR

**Michiel Kool**

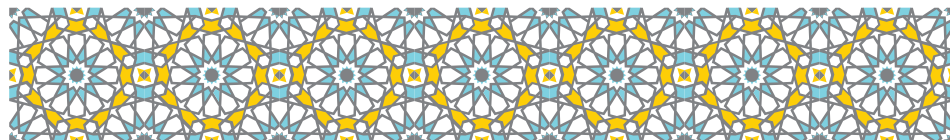
Managing Director and Chairman of Qatar Shell Companies

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# CELEBRATING QATARISATION

## QATAR SHELL RECOGNISES QATARI PROFESSIONALS FOR OUTSTANDING PERFORMANCE



Qatar Shell's vision is to become the employer of choice for Qatari nationals to enable delivery of Shell's current and future projects in Qatar. This is demonstrated by employing and developing Qatari staff at all levels and all parts in the organization. As part of this commitment, Qatar Shell recently hosted its "Qatarisation Excellence Awards", an internal event to celebrate and recognize the outstanding achievements and contributions of Qatari employees. Leaders across the organization who continue to positively impact on the development of national talent were also lauded for their dedication to Qatar's future leaders.

The 'Qatarisation Excellence Awards' event included an interactive panel discussion that saw various Qatar Shell senior leaders discuss the progression within the company, development opportunities both locally and overseas and overall job satisfaction. The interactive session engaged members of the audience through anonymous electronic voting, the results of which were shared with the panel in real time to facilitate a more insightful discussion.

Michiel Kool, Managing Director and Chairman of Qatar Shell Companies, commented "Though the world is changing through the impact of the low oil price, Qatar Shell remains dedicated to supporting the Human Pillar of the Qatar National Vision 2030 by fostering the country's most valuable resource, its people". He added that "Qatar Shell's support of the Human Pillar is underpinned by our commitment to Qatarisation, by increasing Qatari participation in Shell's business through partnerships and employment"

"The commitment to Qatarisation that is embedded in Qatar Shell and the dedication to making it successful has been recognised through receiving prestigious "Qatarisation Industry Awards" for three years in a row" said Youssif Saleh, Qatarisation Champion and Vice President of Qatar Shell Research and Technology Centre. "At Qatar Shell we have around 300 Qataris holding technical and commercial positions at all levels of the company and upon joining, Qatari staff gain a deep understanding of Shell through a global onboarding programme. They are also provided with career progression tools that enable competence and skill development" he added



“

THOUGH THE WORLD IS CHANGING THROUGH THE IMPACT OF THE LOW OIL PRICE, QATAR SHELL REMAINS DEDICATED TO SUPPORTING THE HUMAN PILLAR OF THE QATAR NATIONAL VISION 2030 BY FOSTERING THE COUNTRY'S MOST VALUABLE RESOURCE, ITS PEOPLE

”

**Michiel Kool**

Managing Director and Chairman of Qatar Shell Companies





**'Qatarisation Excellence Awards' were distributed across several categories including:**

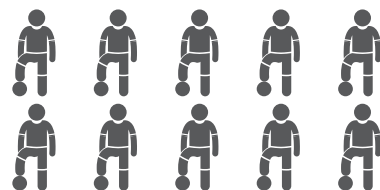
- 'Best Achievement Towards Qatarisation Growth and Strategy' awarded to the Corporate Affairs Department for achieving 60% Qatarisation within its Leadership Team
- 'Best Achievement in Qatarisation Succession and Development' awarded to the Wells & Reservoir North Field Department
- 'Distinguished Qatarisation Support' which includes acts of courage and coaching to Qataris, awarded to Saleh Hussain Al-Marri and Satheeshkumar Somasundaram.
- 'Best Development and Performance of Junior Technician' awarded to Abdullah Al-Mohannadi.
- 'Best Development and Performance of Junior Operator' awarded to Ali Al-Jaber and Abdulla Al-Maraghi.







# QATAR SHELL PROMOTES ACTIVE AND HEALTHY LIFESTYLES NATIONAL SPORT DAY



OVER **1000**  
PLAYERS PARTICIPATED



**20,000**  
CALORIES BURNED

FINISH  
**350**  
KILOMETRES  
RUN ON THE DAY





## A 5-YEAR SUSTAINABLE INITIATIVE BETWEEN QATAR FOOTBALL ASSOCIATION (QFA) AND QATAR SHELL, KOORA TIME IS DESIGNED TO IMPROVE THE HEALTH AND WELLBEING OF QATAR'S YOUTH THROUGH FOOTBALL.

Celebrated annually on the second Tuesday of February, National Sport Day (NSD) has been singled out by authorities in Qatar as a day for physical activity. Former Emir His Highness Sheikh Hamad bin Khalifa Al Thani established the holiday in 2011 to encourage citizens and residents of Qatar to be more active. Every year, government ministries, institutions and private companies organise a long list of sports-related activities for employees and the public to take part in the spirit of the day.

Qatar Football Association (QFA) and Qatar Shell celebrated this year's National Sport Day at Aspire Zone with a Koora Time 'Run the Distance' football competition. Featuring over 1000 players, the tournament tracked footsteps and calories burned, with a total of 20,000 calories burned from 350 kilometre run on the day.

The all-day event was unique as it was not about the team that scored the most goals, but rather who took the most steps and burned the most calories. Players' movements were tracked using sports technology by STATS SportVU®, the Official Player Tracking Partner of Aspire and the NBA.

Koora Time's National Sport Day activities also included a comprehensive fan zone area, where visitors enjoyed activities such as Bubble Ball, open play football, Speed Shot, Shoot to Score, and Aerobics.

The 'Run the Distance' football competition was part of KOORA TIME, a five-year sustainable initiative founded by Qatar Football Association (QFA) and Qatar Shell, designed to improve the health and wellbeing of Qatar's youth through football. The community-inspired initiative supports the Social and Human Development pillar of the Qatar National Vision 2030 and the National Development Strategy by engaging young people in Qatar at every stage of their lives.

KOORA TIME was recently recognised for its positive contribution to Qatari society as the 'Best Sport Corporate Social Responsibility (CSR) Initiative' at the Middle East Sports Industry Awards 2016. This award adds to KOORA TIME's many accolades which include recognition as the 'Best Corporate Social Responsibility (CSR) Impact Initiative' at the CSR Awards Qatar 2015, 'Best Youth Development Initiative' at the Sport Industry Awards 2014, the AFC Dream of Asia Award in the area of social responsibility, and the Dar Al Sharq CSR Award for 'Best Sports Initiative' .





# INSPIRING EFFECTIVE LEADERSHIP IN AN EVOLVING ECONOMIC LANDSCAPE

QATAR SHELL EXECUTIVE SESSION EXPLORES BEST PRACTICES DURING ECONOMIC UNCERTAINTY



In Partnership with the Qatar Leadership Centre and the Supreme Committee for Delivery & Legacy, Qatar Shell recently hosted a Middle East Leadership Academy (MELA) 2016 Executive Session entitled "Personal Leadership in a Rapidly Changing World". The forum brought together successful young Qataris to explore the best practices that contribute to effective leadership during economic uncertainty.

Keynote speakers at the session included H.E. Sultan Bin Rashid Al-Khater, Undersecretary at the Ministry of Economy and Commerce, and Board Member of the Qatar Leadership Centre; Hassan Al-Thawadi, Secretary General of the Supreme Committee for Delivery & Legacy; and Michiel Kool, Managing Director and Chairman of Qatar Shell Companies.

## ADAPTING TO CHANGE

Discussions during the opening session emphasised the ability to adapt swiftly to change as an important leadership quality, necessary for navigating the murky waters of uncertain economic times.

Addressing the importance of maintaining a positive outlook by realigning the focus of a business when facing challenges, caused by a slow economic climate, H.E. AlKhater said, "It

is vital for leaders to focus on the opportunities presented by change - rather than the challenges, because change is inevitable, and healthy for any organisation, since adaptable organisations have more of a tendency to sustain themselves through challenging times."

Michiel Kool went on to illustrate the importance of fostering a sense of purpose during times of uncertainty, saying, "There have been dramatic challenges in the oil industry recently, and during these times what has surprised us the most are effective leaders that have been able to have a positive impact by mobilising people to do good things - even in a difficult economic climate."

## EXPLORING EFFECTIVE LEADERSHIP

Following the opening panel discussion, young Qatari leaders attended a series of training sessions aimed at facilitating the development of various personal and professional skills.

The MELA 2016 Executive Leadership Session was held ahead of the MELA 7 Leadership Masterclass - an annual event that gathers more than 40 accomplished executives from around the Arab world for a programme designed to enhance leadership and decision-making capabilities 

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IN A DIFFICULT ECONOMIC  
CLIMATE**

**Michiel Kool**  
Managing Director and Chairman  
of Qatar Shell Companies





# 2,300 PEOPLE VISIT QATAR SHELL PAVILION AT GCC TRAFFIC WEEK IN DARB AL SAAI

Qatar Shell's pavilion at the 32nd GCC Traffic Week, organised by the Ministry of Interior at Darb Al Saai in March, saw 2,300 visitors participate in interactive road safety learning. Visitors of all ages were invited to engage with activities designed to promote road safety within the framework of Qatar Shell's Corporate Social Responsibility (CSR) strategy.

"Through its numerous CSR initiatives, including road safety, Qatar Shell contributes to the development of a knowledge-based society with the aim of positively impacting Qatar," said Mohamed Abu Jbara, CSR Manager at Qatar Shell. pull out quote

One of the main attractions at the Qatar Shell pavilion was the 'Rakez Taslam' programme, which means 'Focus and be Safe' in Arabic. Used for the first time in the Middle East, 'Rakez

Taslam' is designed and tailored to Qatar's driving environment and helps young drivers identify and respond to potentially unsafe traffic situations, with the aim of positively impacting their driving behaviour.

The 'Rakez Taslam' software helps improve driving skills through an interactive approach that engages participants in real traffic scenes filmed on Qatar's roads. Featuring 10 practical stages, the programme is designed to replace with "aid" drivers identify common mistakes and then equip them with the necessary skills to avoid traffic hazards and accidents.

Visitors to the Qatar Shell pavilion at Darb Al Saai comprised all members of society, including school students, businessmen and representatives of public institutions, private companies, civil society groups and charity organisations.

## PROMOTION OF SAFE DRIVING HABITS PART OF SHELLS' ONGOING COMMITMENT TO QATAR'S NATIONAL VISION

Having taken part in the 'Rakez Taslam' programme, Ali Al Marri appreciated the hands-on learning approach. "'Rakez Taslam' is a fun programme that allowed me to experience real driving scenarios and test my knowledge of safe driving, and I'm pleased that I managed to receive a certificate that proves I passed," he said.

Speaking about the benefits of engaging students in safe driving habits from early on in life, Muneera Mohammed, a teacher at the Kabaan Primay School for Girls, added, "It is important to introduce students to safe driving concepts from a young age as it will help instill in them the right attitude and driving behaviour that will no doubt help make Qatar's roads safer in the future."





# QATAR SHELL QATARISATION DAY 2016



Qatar Shell Colleagues



Qatar Shell Colleagues



Qatar Shell Colleagues



Fatma Al Mulla,  
Reservoir Engineer, Qatar Shell



Youssif Saleh  
Vice President of Qatar Shell Research  
and Technology Centre, Qatarization Champion



Audience participation in the panel discussion





Qatar Shell colleagues



Maryam Al Kaabi,  
HR Manager



Michiel Kool,  
Qatar Shell Managing Director  
and Chairman



Abdulla Saeed Al-Amoodi,  
Business Strategy Advisor QG4



Hussain Al Hijji with Michiel Kool  
and Youssif Saleh



Interactive panel discussion on  
"Achieving Successful Qatarization"