

SUSTAINABILITY REPORT 2015





Human Development



Development



Social Development Environmental Development

Helping to achieve the Qatar National Vision 2030

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MESSAGE

FROM THE PRESIDENT & CEO



It is my great pleasure to introduce Qatar Petroleum's second annual sustainability report. This report not only provides an opportunity for our stakeholders to learn about our evolving approach to sustainability, It also highlights our main initiatives and achievements during 2015 towards creating a sustainable present and future for our business as well as for the State of Qatar.

The year 2015 was marked by several challenges resulting from the continued slow growth in the global economy and the persistent low oil prices. However, despite such economic pressures, the year saw Qatar Petroleum achieved a stable rate of productions and managed to maintain healthy revenues, due mainly to significant costs reduction across the whole spectrum of our activities in order to achieve an acceptable net profit for the year. One example of our cost reduction effort is highlighted in the 2015 renewal of the Offshore Operators Forum, which has served to optimize costs under the present market conditions by identifying opportunities for harnessing synergies among all offshore operators in Qatar.

In its bid to achieve its strategic objectives to become one of the leading National oil companies in the World, Qatar Petroleum implemented a number of projects and initiatives in 2015 to ensure sustainable production. Currently, we are re-evaluating the potential of QP-operated fields through comprehensive reservoir studies. which involve the latest modelling techniques, seismic surveys, and data processing. We have commenced redevelopment of the Bul Hanine offshore oil field in 2015 to sustain its production capacity, raise the efficiency of production. and increase its crude oil reserves. In addition, studies are ongoing for the redevelopment work of Maydan Mahzam offshore field. The redevelopment of Dukhan field which was re-evaluated and studied earlier, is also under implementation.

2015 was a notable year for sustainable development on the international arena. It was marked by a number of ground-breaking agreements that underscored the key role of the private sector in advancing sustainable development, such as the 2030 Agenda for Sustainable Development and the Paris Climate Change Agreement. QP is proud of its contribution to the negotiations leading to that global agreement, and its provision of technical inputs for the preparation of the Intended Nationally Determined Contribution (INDC).

Alongside our environmental commitment, we are proud to support the State of Qatar dedicated efforts in upholding the United Nations Guiding Principles on Business and Human Rights, and have adopted the Ten Principles of the United Nations Global Compact (UNGC). We are also in the final stage of updating our Human Rights Policy, and dedicating a section in our Code of Ethics to Human Rights.

Our top priority continues to ensure the highest health and safety levels for people, both in the workplace and in the communities where we operate. In 2015, our combined total recordable injury rate for employees and contractors significantly improved from 0.91 in 2014 to 0.75 in 2015, an 18% decrease, which was better than the 2014 global rate calculated by the International Association of Oil and Gas Producers (IOGP). We are constantly working to improve safety conditions across our operations. We have established a new Asset Integrity Department and Process Safety Committee for our Dukhan operations, evaluating process safety concerns and recommending ways to improve plant safety processes.

While we continue to develop Qatar's natural resources, we place special emphasis on our commitment to the development of our national workforce. The implementation of QP's new organizational structure has recognized the value and importance

of quality Qatarization throughout all levels of the organization, which saw a significant increase in 2015.

Reflecting on our commitment to our human resources, we launched the QP People Agenda, which aims to realize the Human Capital division's vision to become a trusted business enabler with a focus on three areas: growing talent and resourcing, driving organizational excellence, and enhancing employee welfare and engagement. The QP People Agenda consists of over 20 interdependent initiatives that support the achievement of QP's strategic objectives, including the introduction of a cutting-edge Leadership Development Framework, a Human Capital Service Centre and a best practice employee engagement survey.

QP received external recognition for its efforts to provide an outstanding experience to its people when it was named as one of the most in-demand employers in the Middle East and North Africa (MENA) region at the LinkedIn Talent Awards in 2015, QP was also a finalist in the "Best Employee Value Proposition" category.

Looking to 2016, we plan to build on the successes of this past year while continually working to develop and improve the sustainability of our operations. We believe that the creation of a sustainable future is a continuous and evolving process. With this commitment, and under the wise leadership and guidance of His Highness Sheikh Tamim bin Hamad Al-Thani, the Emir of the State of Qatar, we will continue to develop and improve our approach to economic optimisation and a sustainable social and environmental performance.

SAAD SHERIDA AL-KAABI President & CEO



· Uninterrupted supply of oil, gas and refined products

Manages cross-country pipelines and pipelines corridor

Major assets management

Refining

COMMERCIAL & BUSINESS DEVELOPMENT (VC)

- Portfolio assessment & economic evaluation
- Commercial optimization Manages upstream and downstream business strategies, business development, mergers, acquisitions and divestments within Qatar and internationally

HSE & BUSINESS SERVICES DIRECTORATE (VB)

- Corporate HSE&Q governance framework
- Information security & technology
- Facilities management & health care

ABOUT QP

Qatar Petroleum (QP) has been at the heart of the development of Qatar's energy and industry sector since its establishment in 1974, acting as the custodian an developer of Qatar's oil and gas reserves. As a state-owned corporation, QP carries the important mission of rational and responsible use of the country's rich hydrocarbon resources to ensure stable national growth and transition into a knowledge-based economy as stated in the Qatar National Vision 2030.



- partners; and

VISION

To be one of the best NOCs in the world and be on a par with the leading IOCs





STRATEGIC OBJECTIVES

 Develop a highly capable and motivated workforce across the whole of QP with emphasis on Qatari development;

• Excel in delivering our major projects safely;

• Maximise value to QP, by managing our major Contractual Arrangements with our major

• Achieve operational excellence in our assets and functions.

OUR BUSINESS MODEL

INPUTS	BUSINES	S ACTIVITIES	OUTPUTS	CONTRIB
Human Capital	QP's Direct Operations			Human Developm
 Skilled, knowledgeable, and dedicated employees A strong leadership team Service providers providing expert inputs and delivering against agreed terms and conditions 	Offshore Platforms QP produces crude oil, associated gas and condensate at its offshore production stations (PS-2 and PS-3) located in the Maydan Mahzam (MM) and Bul Hanine (BH) fields, respectively. Oil is transported by pipeline to Halul Island, while gas is transported to the Mesaieed Industrial City (MIC) NGL complex	Halul Island QP blends up crude oil to export specifications, stores it, and loads it onto tankers for export.	 Qatar marine crude oil Condensate	 High-caliber employees A capable and mo knowledge, skills a Knowledge and sk employees Healthy and safe e sector
Social Capital	and refinery.			 Increased respect
 Effective partnerships with subsidiaries, joint ventures, business peers, sector organizations and research bodies Constructive engagement with government representatives and regulators An evident social license to operate Collaborative relationships with customers and suppliers, based on mutually agreed terms of engagement and a shared commitment to innovate 	North Field Alpha (NFA) QP operates gas production facilities from North Field Alpha. Some of the gas is sent to the NGL complex at MIC. A portion of the gas produced from this project is re-injected into the country's strategic contingency reserve in Dukhan.	Natural Gas Liquids (NGL) Complex QP processes gas at its NGL complex of gas processing plants in MIC. It then stores liquefied petroleum gas (LPG) and condensate for export, and manages the transmission and distribution of associated gas.	 NF lean gas Offshore stripped associated gas Ethane rich gas Propane Butane NGL condensate North Field stabilized condensate (NFC) Liquid sulfur 	 Greater female par Greater female par Socioeconomic de community investm Greater public safe education and can An active and spor
 Open channels of communication and positive relationships with neighboring communities, non-government 	Dukhan Field QP extracts oil and gas from the Dukhan Field	Refinery QP processes crude oil and	Crude oilNaphtha	 Preservation and le investments in cult
organizations and the media	and separates it in four manned degassing stations and two unmanned satellite stations.	condensate into various finished products at its large refinery complex at	LPG Premium gasoline	Economic Develo
 Economic Capital Property, plants, and equipment Extensive and reliable infrastructure networks, including pipelines, storage facilities and utilities 	to Mesaieed Port. The extracted natural gas is processed in plants for associated and non-associated gas, NGL and condensate production facilities, and other operational support facilities for injection of North Field gas and separated water.	a condensate refinery, a fluidized catalytic cracking unit (FCCU) complex and associated utilities and logistic facilities.	 Super gasoline Jet fuel Diesel Decant oil Fuel oil 	 Profit and wage pa and support gover Indirect economic A larger, more efficiency
 Technologies and their applications Policies and processes driving the production process Interest earned from investments Capital investments and operating expenditure and supplier support 	Doha Support Services QP management, directorates and corporate de coordination of QP activities and its workforce fr protection of labor standards; knowledge sharin health, safety and environmental management;	epartments are responsible for centralized rom Doha, leading employee development, ig and technology transfer within the business; community investment and outreach, operational		 Responsible exploi Attraction of foreig investments across New knowledge ar gas sector and the
Environmental Capital	efficiency, international investment, and reserves	s management.		Environmental De
 Crude oil Natural gas Energy Water Land Air quality 	QP's Enabling Activities Industrial Cities Management The backbone of Qatar's oil and gas industry is include planned cities, managed by QP. The Ind for Mesaieed Industrial City (MIC), Ras Laffan Ind Area (DCA).	formed by three major industrial areas which ustrial Cities Directorate has overall responsibility dustrial City (RLIC), and the Dukhan Concession		 Air emissions, wate Pollution preventio Regulatory complia Sustainability strate
	Upstream and Downstream Develo QP is responsible for all phases of the oil and ga investment portfolio includes some of the most achievement of the country's national sustainabl the early 1990s, a policy of developing oil and g with major international oil companies to increas	as industry in the State of Qatar. Its national influential companies that are critical to the le development goals. QP has adopted, since as fields through production-sharing agreements se production and develop the reserves. QP's		

Downstream Development Directorate has been the driver of petrochemical and downstream sector development in the State of Qatar for more than 40 years, building a multi-billion dollar

business across five industry sectors.

BUTIONS TO QNV 2030 (OUTCOMES)

nent

- oyment creation
- otivated national workforce resulting from building the and employment of Qataris
- kills developed through training and the coaching of
- employees and families across the energy and industry
- for human rights in Qatar

ent

- articipation in the workforce
- evelopment in local communities delivered through
- ment and outreach programs
- ety and security through road safety research,
- mpaigns and emergency response services
- orting culture promoted through investments in sports ies
- leverage of Qatar's heritage and culture through
- tural events and activities

opment

- ayments generation which add direct economic value rnment expenditure
- value and employment generated via supply chains
- cient, better connected and increasingly diverse Qatar
- bitation of Qatar's oil and gas reserves
- gn investments into Qatar and expansion of Qatar's as the world
- and technologies created or enhanced for the oil and e wider economy

evelopment

- er use, waste and effluents management
- on and control
- iance and permits
- tegy, performance and reporting

QP IN QATAR

QP is responsible for all phases of the oil and gas industry in the State of Qatar. Its national investment portfolio includes some of the most influential companies that are critical to the achievement of the country's national sustainable development goals. To develop Qatar's reserves and increase upstream oil and gas production capacity, QP has signed a number of production-sharing agreements with major international oil companies. At the same time, QP's Downstream Development Directorate has been the driver of petrochemical and downstream sector development in the State of Qatar for more than 40 years, building a multibillion-dollar business across five industry sectors. In addition to QP's activities in the field of oil and gas exploration and production as well as downstream development, the corporation has also established a number of specialized companies including those for fuel distribution, supply services, and LNG transportation.



Oil and Natural Gas
 LNG
 Water and Electricity
 Fuel and Lubricants
 Metals

- \rightarrow Chemical Products

1 Exploration, Drilling & Production

- Gulf Drilling International (GDI)
- QP through Exploration and Production Sharing Agreements (EPSAs) & Development and Production Sharing Agreements (DPSAs).

2 Refining & Gas Processing

- QP
- Qatargas
- RasGas
- Oryx GTL
- Pearl GTL

3 Storage & Transportation

- QP
- Qatargas
- RasGas
- Qatar Fuel (Woqod)
- Qatex

4 Power & Utilities

- Ras Laffan Power Company (RLPC)
- Mesaieed Power Company (M Power)
- Ras Girtas Power Company (RGPC)

5 Petrochemicals & Fertilizers

- Qatar Petrochemical Company (QAPCO)
- Qatar Fuel Additives Company (QAFAC)
- Qatar Vinyl Company (QVC)
- Qatofin Company Limited
- Ras Laffan Olefins Company (RLOC)
- Qatar Chemical Company (Q-CHEM)
- SEEF Limited
- Qatar Fertilizer Company (QAFCO)
- Gulf Formaldehyde
- Qatar Melamine Company

6 Metals

- Qatar Aluminium (Qatalum)
- Qatar Steel

7 Support Services

- QP Gasal
- Al-Shaheen Distribution
- Al-Shaheen DistributionAl-Shaheen Weatherford
- Al-Shaheen GE Services
- Gulf Helicopters
- Guil Helicopters
 Amwaj Catering Services
- Al Koot Insurance & Reinsurance Company

QP AROUND THE WORLD

QP continues to build its international presence with investments that provide opportunities for QP to build on its core competencies, diversify its portfolio and extract further value for QP and the State of Qatar across the oil and gas value chain. QP's major international assets include upstream (oil & gas exploration), midstream (LNG terminals) and downstream (refining hydrocarbon into derivative products) operations based in the USA, Canada, UK, Italy, Greece, Singapore, Vietnam, Egypt, Morocco, the Democratic Republic of Congo, and Brazil.

TOTAL E&P CONGO CONGO · ADRIATIC LNG BC-10 PSC LONG SON PETROCHEMICAL HERON II VIOTIA COMPANY SOUTH HOOK GAS 🔘 VIETNAM UK -GREECE GOLDEN PASS LNG USA -OPI & SHELL PETROCHEMICALS EGYPTIAN REFINING CHEVRON CQ ENERGY COMPANY SINGAPORE CANADA EGYPT PARTNERSHIP MOROCCO CANADA -

UPSTREAM DOWNSTREAM MIDSTREAM

WHERE **WEARE NOW**





HOW WE INTEGRATE SUSTAINABILITY IN OUR BUSINESS

OUR BUSINESS CONTEXT

At the end of 2015, the global oil and gas industry remained focused on the continuing weakness in oil prices. The current low oil prices are, therefore, a powerful force for innovation in the way oil is developed and produced. The current environment is about achieving greater efficiency, doing more with less, and finding new market opportunities to make better use of our resources and maximize the potential of our people and assets. We believe that oil and gas companies that weather this period will be stronger, leaner and more sustainable.

As the custodian of Qatar's oil and gas reserves, QP plays a leading role in responding to both near- and long-term challenges in the industry as well as in capitalizing on new opportunities for smart growth.



Sustainable Steps Taken in Managing the Decline of Oil Prices

International oil prices have declined by around 60% since the middle of 2014. Although most analysts expect prices to recover over the coming years from their recent lows of around \$30/bbl, none of them expect the high prices experienced from 2010 to 2014 to be repeated in the foreseeable future.

QP has taken prompt and decisive actions to adjust its strategy in order to compete in the lower price era. This has involved reducing the cost base of our operations, while at the same time continuing to protect the safety of our workforce and our communities, avoiding damage to the environment, continuing to develop the reserves entrusted to us, and ensuring that we employ and develop an increasing number of well-qualified Qatari nationals.

More specifically:

- 1. QP undertook a major re-organisation in late 2014 and the first half of 2015, in order to streamline its operations and its decision-making as well as to integrate the international aspects of QP into the main corporation.
- Capital and operating budgets had been scrutinized and prioritized to an exceptionally high degree and there have been significant savings in QP's operating and capital costs resulting from these reviews.

This annual review will describe how QP has continued to deliver on its main strategic objectives while taking these actions to position itself for a period of lower oil and gas prices.

OUR SUSTAINABILITY FRAMEWORK

QP's sustainability framework, based on the pillars of sustainable development, provides the scaffolding for the organization to measure and manage its impacts in an integrated way as well as to find and capitalize on opportunities for smart development. Captured in the framework are our most material issues: the issues that matter most to our stakeholders and our business and where we can make the most positive impact. They are based on years of experience leading the Qatar Energy and Industry Sector Sustainability (QEISS) Programme, internal bespoke sustainability studies, consultation with assigned sustainability focal points across QP, as well as best practice international guidance. We have focused our 2015 reporting on these issues.



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CHAPTER

Contribute to long-term economic prosperity

Achieve reliable financial performance	Production and Economic Output
Lead downstream development and strategic international investments	Who We Are
Support local value chains	Production and Economic Output
Improve operational efficiency	Production and Economic Output

Support the well-being of our workforce and the wider society

Achieve world-class health and safety standards	Health and Safety
Employ and develop Qatari nationals	Human Capital
Train and develop all employees	Human Capital
Respect human rights	Human Capital
Invest in society	Community Development

Manage our environmental impacts

Mitigate and adapt to climate change	Environment and Climate Change
Manage water resources	Environment and Climate Change
Protect biodiversity	Environment and Climate Change
Reduce other emissions and waste	Environment and Climate Change



OUR STAKEHOLDERS

QP has an impact on almost every aspect of Qatar's economy. The integrated and expansive nature of our corporation means that constant engagement with all stakeholders is imperative. Understanding our stakeholders' needs and expectations allows us to determine the most material issues to be managed and reported on. Additional details can be found in the Appendix on page 60.



OUR GOVERNANCE AND RISK MANAGEMENT

Our Corporate Health, Safety, Environment and Quality (HSE&Q) Department is mandated with directing the development and implementation of QP's corporate HSE and sustainability strategy and governance frameworks. It also provides guidance and advisory support to all QP directorates and departments, so they can fulfill their responsibilities regarding HSE and sustainability. In addition, it oversees and monitors the effectiveness and quality of HSE and sustainability programs in achieving goals and standards, and it represents QP's interests in local, regional and international HSE and sustainable development forums.

OUR PERFORMANCE SUMMARY

MATERIAL ISSUE	KEY PERFORMANCE INDICATOR	2012	2013	2014	2015
A					

Contribute to long-term economic prosperity

Support local	Total procurement spending on suppliers based in Qatar (billions QAR)	7.24	4.42	9.15	4.23
	Goods and services sourced locally (%)	68%	56%	76%	73%

Support the well-being of our workforce and wider society

Achieve world-class health and safety standards	Total recordable injury rate for employees	0.95	0.95	1.08	0.87
	Total recordable injury rate for contractors	1.25	1.29	0.86	0.71
Invest in society	Community contributions (thousands QAR)	_	-	-	82,946

Manage our environmental impacts

	Direct energy consumption (GJ)	-	-	72,097,641	81,253,165
	Upstream energy consumption (GJ)	-	-	39,415,375	38,505,713
Mitigate and adapt to climate change	Upstream energy intensity - direct energy intensity (GJ/tonnes HC production)	-	_	1.41	1.43
	Direct Total GHG emissions – Scope 1 (tonnes of CO2e)			4,941,866	5,439,143
	Upstream GHG emission intensity (CO2/ tonnes of HC produced - (flaring & combustion sources only))			0.1	0.1

PRODUCTION AND OPERATIONAL EXCELLENCE



Operational excellence is the cornerstone of our business. We are committed to optimizing our annual production in order to provide the State of Qatar with a reliable and sustainable cash flow as well as to meet national oil and gas demand. This means maximizing the value of oil and gas production while reducing the associated costs through operational efficiency. We are focused on further improving our operational efficiency and performance by applying world-class standards that allow us to minimize resource waste and operating costs per barrel and to ultimately meet the needs of our customers.



CRUDE OIL AND NATURAL GAS PRODUCTION

QP's actual annual production of crude oil and natural gas is based on reservoir management requirements. A number of projects have been implemented to ensure our production is maintained for many years to come. Work continues in earnest to re-evaluate the potential of QP-operated fields through comprehensive reservoir studies involving the latest modelling techniques, seismic surveys, and data processing. As part of this effort, QP has commenced the redevelopment of the Bul Hanine field, an offshore oil field that has been in operation for over 40 years now, and the main objectives of this project are to sustain its production capacity as well as to increase crude oil production in the field. In addition, studies are ongoing for the redevelopment work already underway in the Dukhan field and the Maydan Mahzam field. We are also reviewing further development plans for Al-Shaheen and ISND fields.

Intelligent Oil Field (IOF) Program

drilling processes commenced in 2015. QP had already completed a field trial to host real-time data transmission from the

ONSHORE (DUKHAN FIELD)

QP seeks to improve operating results at the Dukhan field through a series of initiatives aimed at optimizing production and boosting efficiency. In order to sustain and enhance oil and gas production from the field, QP is conducting the Dukhan Field Integrated Study (DFIS). The aim of the study is to identify and evaluate multiple opportunities for the implementation of secondary and tertiary enhanced oil recovery (EOR) techniques, including infill drilling and Enhanced Water Flood (EWF), CO2 Water Alternating Gas (WAG) injection, and Double Displacement (DD) via crestal lean gas injection after water flood matures.

QP also continued work on the next generation of static and dynamic reservoir models. The models will be used for reservoir optimization under the EWF and CO2 WAG projects. Work also progressed on its Acid Gas Recovery Project in 2015, with a new acid gas recovery plant with 450 million standard cubic feet of gas per day (MMSCFD) capacity installed at the Arab-D in Dukhan to achieve 4 parts per million (ppm) of H2S in treated Khuff gas, thus complying with Qatar's environmental regulations in terms of sulfur emissions to the atmosphere. Produced sweet Khuff gas will be used for Gas Distribution System (GDS) consumers.

OFFSHORE (MAYDAN MAHZAM AND BUL HANINE FIELDS AND HALUL ISLAND)

The re-development of the Bul Hanine (BH) field continued in 2015. In order to optimize capital investments, QP updated the BH re-development pre-Front End Engineering and Design (pre-FEED) subsurface simulation model for the Arab reservoirs, including production history, new wells, and more robust EOS (Equation of State) for the Arab C reservoir.

The Maydan Mahzam (MM) re-development viability study progressed as well. The study has been narrowed down to two concepts, with the minimum CAPEX and high value case to be developed for each case.

To optimize costs under the present market conditions, QP has revitalized the Offshore Operators Forum (OOF) to identify opportunities for harnessing synergy among all offshore operators in Qatar. The OOF includes three subgroups focusing on HSE, Operations & Maintenance, and Logistics, comprising all operator representatives from similar specialized fields.

NORTH FIELD ALPHA (NFA)

In 2015, QP continued progress towards the construction of a new satellite wellhead platform in NFA to sustain current gas production. QP also directed and coordinated the North Field re-development plans and expansions to ensure optimal plateau sustainability and maximum synergy between RasGas and Qatargas. In addition, QP guided and directed Dolphin Energy to enhance production by drilling new wells under its Reservoir Management Optimization Project (RMOP).

Research and Technology for the Oil and Gas Industry

In 2015, QP, in collaboration with Q Analytica and Total E&P Golfe, filed the first patent in the UK for its "Profiling Apparatus and Method" for obtaining data about a crude oil sample. The apparatus comprises a separation conduit configured to separate the sample into

OUR MESAIEED OPERATIONS

Mesaieed Operations manages QP's major oil and gas assets in all parts of Qatar, including the gas processing complex and crude oil tank farm in Mesaieed, the country-wide hydrocarbon transmission and distribution system as well as the cross-country pipelines and pipeline corridors. Mesaieed Operations has a two-way operational linkage, as producer/processor and as fuel/ feedstock supplier for almost the entire hydrocarbon industry in the State of Qatar. There are four NGL plants producing propane, butane and condensate, which are mainly produced for export. Also, sweet gas is supplied to power plants and other industries in Mesaieed Industrial City. Mesaieed Operations has been certified under ISO 9001, ISO 14001, and OHSAS 18001 standards.



OUR REFINERY OPERATIONS

QP produced a total of 115,000 barrels per day (bpd) of derivatives at its refinery in 2015. Over the past four years, QP's production has remained relatively consistent with no significant change in total refinery throughputs.



Table 1: Refinery Operations Production	
(thousand barrels per day)	

Table 1: Refinery Operations Production(thousand barrels per day)	2011	2012	2013	2014	2015
Super Gasoline	27.771	27.759	25.340	29.090	25.96
Diesel	27.318	26.246	22.509	25.821	24.164
Jet Fuel	23.280	23.258	21.492	22.856	21.598
Premium Gasoline	15.598	14.167	12.566	15.462	14.497
Naphtha	21.292	17.210	17.187	14.517	12.422
Liquefied Petroleum Gas (LPG)	4.458	4.205	3.635	4.665	4.341
Decant Oil	3.424	3.508	2.916	3.478	2.943
SRFO	0.278	1.551	3.356	0.252	3.861
Sulfur (metric tonne per day)	0.093	0.070	0.057	0.061	0.072
Total Refinery Throughputs	128.894	124.766	114.815	120.838	114.911

OUR REFINING PROCESS & PRODUCTS

As part of measures to improve safety and security around the plant, a new gatehouse and security building – equipped with internal and external security monitoring systems comprising access controls, x-ray machines, traffic boom barriers, hydraulic pop-up blockers, traffic signals, CCTV cameras – were completed alongside the installation of turnstiles at access gates and card readers at all entrances within the refinery.

The FEED study for the effluent drainage upgrade, effluent segregation and new wastewater treatment plant project has been completed and given the go ahead by the CAPEX Projects Review Committee, This project involves the segregation of effluents at source, upgrading of pipe size and material for drainage to cater for effluents, flows during shutdowns, and fire water flows.







EXPORT

PAGE 25

NGL OPERATIONS

The Gas Processing Department is the operating entity of the NGL plants complex at Mesaieed Industrial City. HSE performance improved significantly in 2015, with Mesaieed Operations successfully achieving 10 million man-hours of operations without an LTI (Lost Time Incident). TRCF (Total Recordable Case Frequency) significantly improved from 1.75 in 2014 to 0.696 in 2015. A total 3,245 MT waste (hazardous / non-hazardous of 14 different types) was safely handled and transported to the designated waste disposal facility at NGL 3 in 2015.

In an effort to enhance NGL production during the summer months when demand is high, QP ran three recycle compressors, instead of two, for extra cooling capacity, thus improving production by 6,000 bbl/ day. NGL processed 100% of the available feed, with product losses kept at only ~ 0.3% of the total feed, well within the allowed 1%. Unscheduled outages were within the allowed 2.74% (10 days in an year) for all plants, except for NGL-2 (unplanned outage during 12 Dec 15 - 5 Jan 2016 due to E-2402 tube leak).

Table 2: Mesaieed Operations Production	2012	2013	2014	2015
NF Lean Gas (mmscf/d)	787	774	723	580
Offshore Stripped Associated Gas (OFFSAG) (mmscf/d)	77	61	67	62
Ethane Rich Gas (ERG) (mt/d)	4,033	4,508	4,151	3,917
Propane (mt/d)	3,519	3,643	3,214	2,974
Butane (mt/d)	2,690	2,671	2,366	2,140
NGL Condensates (mt/d)	1,322	1,353	1,295	1,113
North Field Stabilized Condensates (NFC) (mb/d)	23.2	23	21.3	19.5
Sulfur (mt/d)	182	0	86	143
LPG + Condensate Production (mb/d)	109	110	99	90.3

Collaboration with RasGas to Achieve Full Utilization of QP Condensate Refinery Capacity

QP's condensate refinery has been operating at less than its full capacity for a long period due to the decline of North Field Condensate (NFC) production (23 kbpsd actual production versus 27 kbpsd designed production). To achieve full utilization of the refinery and optimize production, QP initiated a study to process condensate from RasGas along with NFC in the QP condensate refinery. A project was developed and implemented to inject RasGas' condensate in the NFC pipeline to Mesaieed by tie-in connection at Ras Laffan through RasGas. As a result of this study, QP achieved utilization of the refinery's designed capacity by processing additional condensate, which reduced dependence on imported diesel and LPG. In the future, QP will seek to maximize utilization of the condensate refinery capacity by utilizing RasGas' condensate.



ENVIRONMENT AND CLIMATE CHANGE



MANAGEMENT APPROACH

QP generates energy resources for millions of people across the planet and is committed to protecting our shared natural environment by applying world-class environmental standards and practices. Through our partners and joint ventures, we supply products that generate lower emissions. This is an approach that makes good business sense, particularly in a region suffering from water scarcity, low air quality and fragile natural habitats. To achieve this, we use proactive environmental management, implement optimization programs and invest in leading technologies.

GOVERNANCE AND STRATEGY

Our Corporate Health, Safety, Environment and Quality (HSE&Q) Department governs environmental management across QP, while operational business units implement it on a day-to-day basis. QP has an HSE management system, and ISO 14001 (environmental management) certification has been achieved at the operational level and is planned to be made corporation-wide with the rollout of additional corporate HSE procedures.

ENERGY EFFICIENCY AND EMISSIONS REDUCTION

QP 2015 Total Energy Used (10⁶ Btu (HHV))



We share the concerns of governments and the public about climate change risks and recognize that the use of fossil fuels to meet the world's energy needs is a contributor to rising greenhouse gases (GHGs) in the atmosphere. We, therefore, continually seek opportunities to mitigate and address the critical challenge of climate change while continuing to meet the growing global demand for energy.

ACTIONS TAKEN BY QATAR PETROLEUM

QP has provided technical inputs in the preparation of Intended Nationally Determined Contribution (INDC) submitted by the State of Qatar to the United Nations Framework Convention on Climate Change (UNFCCC)

In addition, we participated in the Climate Change Conference that was held in Paris in December 2015 and contributed in the process of climate change negotiations that resulted in the Paris Agreement.

As the leading oil and gas corporation in Qatar, with significant investments across the oil and gas value chain, QP aims to set an example for energy efficiency and climate change mitigation in its own operations and to encourage its partners to do the same. Continuously striving for greater energy efficiency allows us to minimize our environmental impact while maximizing the energy available to support development locally and internationally.

REDUCING GHG EMISSIONS

Our approach to reducing greenhouse gas (GHG) emissions in our operations is focused on three key strategies: reduction of energy consumption, reduction of methane emissions from our upstream operations, and investment in carbon management technologies.

QP uses the SANGEA[™] software to enhance reporting of greenhouse gas (GHG) emissions across all of our operations and to measure compliance with the parameters of regulatory requirements.

QP is currently measuring only its direct (Scope 1) GHG emissions, which make up the bulk of our total emissions and is in the process of compiling indirect (Scope 2) GHG emissions from electricity consumption across our operations for future reporting. Direct GHG emissions from QP's operating facilities are caused predominantly by fuel combustion, flaring and process emissions. GHG emissions due to fuel consumption in QP facilities accounted for 77% of its total direct GHG emissions in 2015. Within QP's operations, most of this energy is generated by burning fossil fuels. Gas flaring accounted for 15% of total direct emissions, while process emissions from the QP Refinery accounted for 6%.

Subject	2014	2015
QP Direct Energy Consumption - (GJ)	72,097,641	81,253,165
Upstream Energy Consumption (GJ)	39,415,375	38,505,713
Upstream Energy Intensity - Direct Energy Intensity (GJ/tonnes HC Production)	1.41	1.43
QP Direct total GHG Emissions - Scope 1 (tonnes CO2e)	4,941,866	5,439,143
Upstream GHG Emission Intensity (tons CO2e/1000 tonnes HC production)	100.02	103.42

he 2014 data for direct energy consumption and scope 1 GHG emissions have been re-stated as a result of improved calculation methodology.

AL-SHAHEEN OIL FIELD GAS RECOVERY AND UTILIZATION PROJECT

QP's Al-Shaheen Oil Field Gas Recovery and Utilization Project, which is aimed at reducing associated gas flaring, has been accredited as a Clean Development Mechanism (CDM) project since 2007 within the framework of the Kyoto Protocol, which established mechanisms for reducing GHG emissions at the international level. The project has received approval from the UNFCCC for the next seven-year crediting period from 2014 to 2021, and it is expected to abate approximately 1.2 million tons of CO2 each year during that period. The amount of CO2 reduced is equivalent to 21% of QP's 2015 Scope 1 GHG emissions.



FLARING

QP seeks to minimize flaring, wherever operationally feasible, to improve our energy efficiency and to reduce emissions. In 2015, QP reduced its flaring generally by 6% in comparison to 2014. Focused efforts reduced the flared gas volume at the Dukhan field by 43% from 2014 to 2015. In addition, we also closely monitored our Production Sharing Agreement (PSA) and joint venture (JV) partners to ensure that they implemented their agreed flare reduction plans.

QP's Ongoing Flare Reduction Initiatives	Period of Completion
Recovery of heavy ends from flare gas at the Gas Recycling Plant in the Dukhan field	Ongoing since 2012
Upgrading of gas sweetening facilities in Dukhan and Mesaieed to reduce acid gas flaring and achieve 99.5% recovery of sulfur	Ongoing since 2009, commissioning stage
Demolition of eight burn pits in Dukhan and upgrading of the existing flare systems at all Khuff Well Head Treatment Plant (WHTP)	Will enter commissioning stage in 2016
Reduction of flaring low pressure (LP) associated sweet gas and its utilization as fuel in Halul Island have been initiated. The project envisages LP gas compression facilities to utilize this sweet low pressure AI-Khalij gas as fuel.	Ongoing since 2008

AIR EMISSIONS

Nitrogen oxides (NOx) and sulfur dioxide (SO2) are generated through flaring and the combustion of oil and gas. A smaller volume of volatile organic compounds (VOCs) and methane (CH4) are also emitted by these processes. QP seeks to manage these emissions to meet air emission standards and guidelines designed to protect the environment and the local community.

To comply with these regulations, we have installed a number of Continuous Emissions Monitoring Systems (CEMS) at our facilities to increase the guality of emissions monitoring. In addition, QP is currently undertaking several initiatives to reduce SO2 and NOX emissions.

In 2015, QP upgraded the existing Sulfur Recovery Unit (SRU) at the NGL complex in MIC, thereby allowing QP to recover 99.5% of SO2 emissions and to increase QP's sulfur export revenue.

QP also undertook a corporation-wide NOx study in 2015 to identify irregularities and eventual opportunities for NOx reductions and to ensure that all required units within QP facilities meet the NOx emission standards set out by the Ministry of Municipality and Environment (MME).

QP's Common Volatile Organic Compound Control Project collects vapor during condensate loading at the liquid product berths of MIC. Capturing these vapor emissions through the vessel venting system has significantly reduced VOCs and methane (CH4) emissions. In 2015, QP's VOCs decreased by 15% in comparison to 2014 as a result of its efforts to reduce flaring and venting. SO2 and NOX emissions remained relatively constant.

Table 3: Air Emissions	2012	2013	2014	2015
SO2 emitted (tonnes)	25,416	21,142	22,636	23,153
NOX emitted (tonnes)	7,400	7,119	6,806	6,901
VOC (tonnes)	2,491	2,082	2,142	1,811

WATER AND EFFLUENTS



MIC Domestic Wastewater Treatment Plant

Given that QP operates in one of the most water-stressed regions in the world and that water scarcity is an increasingly urgent global issue, water conservation is of great importance to our business. In 2015, we continued the implementation of our water management strategy, which includes building a water consumption baseline, establishing a reduction plan with SMART targets and goals, and setting up implementation and monitoring programs. The introduction of more efficient water use measures has allowed QP to consume less water and thereby decrease the final discharge of industrial treated water.

QP's Operations Directorate has adopted a policy of downhole re-injection of produced water, so that there is almost no discharge of this significant stream to the surface environment. Offshore operations re-inject produced water to the Umm er-Radhuma aquifer, while Dukhan's onshore operations re-use 81% of their produced water for enhanced oil recovery (EOR). The remaining produced water in Dukhan is re-injected to the Umm er-Radhuma aquifer for disposal.

With respect to effluent management within our downstream operations, the QP Refinery reuses some of the wastewater for cooling purposes after initial treatment, and the remaining wastewater is pre-treated in the

existing wastewater treatment plant before being discharged to the sea. QP continues to invest in improving how we manage this wastewater. A new wastewater treatment plant will be operational for Mesaieed Operations and for the refinery by 2018, with a wastewater treatment capacity of 500 m3/day. The additional tertiary treatment of wastewater will allow complete reutilization of wastewater for irrigation and other purposes and will also reduce general water offtake from Qatar General Electricity and Water Corporation (KAHRAMAA)

To further protect the Gulf's marine life, the Ministry of Municipality and Environment (MME) is introducing a new policy of near-zero liquid discharge of industrial treated water to the sea from 2017 onwards. In preparation for the implementation of this policy, QP has implemented its Treated Industrial Water Project. For more details on this project, please refer to the "Environmental Management in Industrial Cities" section of this report.

The water discharge to locations other than the sea has remained relatively constant over the past three years; however, QP attained a 20% reduction in water discharged to the sea from 2013 to 2015.

Table 4: Water Discharge (m³)	2012	2013	2014	2015
Water discharged to the sea (excluding non-contact cooling water)	12,166	12,295	99,847*	9,844
Water discharged other than to the sea	15,478,598	9,338,291	8,801,221	8,855,939

* There was an emergency discharge of water to the sea by the Halul Terminal in 2014, which caused the tremendous increase to this figure for that year.

Produced Water Re-Injection (PWRI) in Dukhan

As an oil field matures, as is the case with the Dukhan field, the volume of produced water progressively increases. It is vital from both an environmental and cost perspective to find an effective approach to handle this produced water. Consequently, in 2010, a technical committee was formed to select a suitable produced water treatment technology. The committee selected Walnut Shell Filters as an appropriate technique to meet Dukhan's injection requirements and to reduce water consumption from the Umm er-Radhuma (UER) aquifer, which is used for secondary oil recovery. The technology was implemented in 2012, and by 2013, all of QP's produced water stations were commissioned. Since then, the project has enabled QP to minimize its environmental impact associated with water disposal and to improve the Dukhan field's economies by utilizing a "fit for purpose" water treatment facility and by drilling less injectors to achieve reservoir management goals. By the end of 2015, the project had eliminated 86% of the produced water disposal that occurred prior to implementation and reduced 35% of UER source water requirements.

Effluent Drainage Upgrade, Effluent Segregation and a New Waste Water Treatment Plant at the QP Refinery

Efforts are ongoing to improve the quality of treated water at the QP Refinery's facilities through the adoption of a new project that involves the segregation of effluents at source, an upgrade of the pipe size and material for effluent drainage, and the addition of a new train of biological waste water treatment plants including an API oil-water separator, a dissolved air flotation unit, a bio aerator tower, clarifiers, sand and activated carbon filters, and sludge treatment.

A second phase of the project involves further clean up of the treated effluent through membrane filtration and reverse osmosis for maximum reuse of the treated water for cooling, demineralization of plant feed, and landscaping. Once implemented, the project will significantly improve the quality of treated water and thereby enable greater recycling and reuse.

WASTE MANAGEMENT

In 2015, a total of 49,011 tonnes of waste was generated during the year across QP's operations, 2% of which was recycled. Having established its baseline waste management performance, QP is focused on identifying and implementing strategies to reduce the volume of waste generated and to increase the percentage that it recycles or reuses.

At the QP Refinery, various types of catalysts are utilized in its day-to-day operations. After being used, some of these catalysts are sent abroad for regeneration before being utilized again in the production process. Catalysts not suitable for reuse in the refinery process are sent to the Qatar National Cement Company for them to use the material extracted from the catalysts in the cement production process. QP also reuses the metal and plastic containers in which the catalysts or other materials are supplied.

This program brings both environmental benefits and monetary savings in terms of avoided waste management costs. Currently, Qatar Steel is testing the potential to utilize the catalysts in their production process, which would contribute further to the reutilization of hazardous waste from the QP Refinery.

Table	5:	Waste

Non-hazardous waste generated	42,997
Hazardous waste generated	6,014
Total waste generated during the year (tonnes)	49,011
Non-hazardous waste recycled	256
Hazardous waste recycled	724
Total waste recycled (tonnes)	980
Recycled waste as a percentage of total waste generated	2%

SPILLS

QP implements strict protection measures to prevent oil spills, and it has contingency plans in place for spills occurring from any of its operations. Should an oil spill occur, we ensure a comprehensive response to control, contain and clean up the spill and minimize the amount discharged to the environment. We constantly monitor the integrity of our facilities and pipelines, train our employees, and invest in emerging technologies that improve our ability to respond to spill events.

Our Oil Spill and Emergency Response Department (OS&ERD) is the designated spill notification point and oil spill responder for the State of Qatar. It provides the On–Scene Commander for all major spills within the country. We invest in spill response technologies and hold a considerable amount of oil spill response equipment in Mesaieed, Ras Laffan, and Halul Island. Our investments include membership in the Regional Clean Sea Organization (RESCO), which affords us access to additional resources from other member companies in the region and allows for collective responses to major spill incidents. Aerial surveillance is available as necessary through QP's Gulf Helicopters.

BIODIVERSITY

Qatar is rich in habitats that serve as home to a wealth of biodiversity. These habitats include barchan dunes, seagrass beds, coral reefs, and mangrove swamps. Several key species with recognized international conservation significance live either as residents or itinerants on a seasonal basis within the Gulf. Qatari waters are home to five of the seven sea turtle species recorded globally, six species of Odontoceti (including the common bottlenose dolphin), and Mysticeti (baleen whales). On the other hand, the Arabian oryx and gazelles are found in the Shahaniya wildlife park area, Ras Oshairij and Al Mashabiyya areas. Khor Al-Odaid is another biodiversity hot spot and a natural habitat for a large number of mammals, birds and reptiles including gerbils, hedgehogs, snakes, foxes, iguanas, ospreys and scorpions.

In alignment with Qatar's National Biodiversity Strategy and Action Plan (NBSAP) as well as the guiding principles of QNV 2030, we recognize the urgent need to safeguard the country's plant and animal life, and we acknowledge the disruption to natural habitats resulting from oil and gas activities. To that end, we invest in a number of initiatives to protect wildlife and enhance biodiversity in Qatar.



In line with international marine pollution (MARPOL) conventions, the Arabian Gulf including Halul Island has been categorized as a Special Area. Halul Island, QP's main storage and export terminal for Qatar marine crude, has a rich ecological environment including resident and migratory birds, mountain goats, deer, the Arabian oryx and other domesticated animals. The undersea pipeline infrastructure and harbor activities have an impact on the marine life surrounding the island including phytoplankton, seaweeds, seagrasses and corals. Over the past 12 years, we have commissioned several ecological surveys to evaluate the environmental impact of industrial activities on the island in order to identify actions for mitigation.

The artificial reef balls deployed on the southwest of Halul Island represent our response to potential risks to coral reefs. We regularly monitor these reefs to measure and record the marine life that has developed around the reefs. The results of these monitoring activities demonstrate that the reefs have proved highly successful in enhancing marine biodiversity.

ENVIRONMENTAL MANAGEMENT IN INDUSTRIAL CITIES

QP plays an important role in ensuring that all projects in its industrial cities implement the appropriate environmental management procedures. Together with the Ministry of Municipality and Environment (MME), QP examines the Environmental Impact Assessments (EIA) of any new project before approving its implementation. In addition, the Industrial Cities Directorate conducts extensive monitoring of water, air guality and flaring to ensure compliance with the standards set by the MME. Upon discovery of any noncompliance incident, QP issues an alert to relevant parties, and measures are then taken to address the issue.

The Laffan Environmental Society (LES) was established jointly by Ras Laffan Industrial City (RLIC) and industries located in the area to monitor and provide services in the area of environmental management. Its primary services include the operation and maintenance of the ambient air quality monitoring stations, conducting marine ecological surveys, and handling the related data acquisition systems. The LES is also responsible for responding to all community complaints with respect to environmental impacts. Mesaieed Industrial City (MIC) is currently in the process of establishing a parallel entity, the Mesaieed Environmental Society (MES).

WATER AND EFFLUENT MANAGEMENT



Seawater sampling at MIC

Industrial water is generated through the various operations of companies based in the industrial cities. The MME has proposed that maximum treated industrial water be reused, thus avoiding the discharge of this water into the sea. As a result, the Industrial Cities Directorate, in collaboration with the MME, has developed the Treated Industrial Water (TIW) master strategy. This strategy encourages industries to employ advanced treatment technologies to remove contaminants from the water, so as to reach water quality standards that will allow it to be reused in multiple ways.

Eleven RLIC industries are now upgrading their industrial water treatment facilities accordingly for an approximate cost of USD 750 million through 2018. The upgrade will allow about 80% of TIW to be reused and will reduce costs to industries for the purchase or production of desalinated water. As a result, increased volumes of desalinated water presently supplied by Kahramaa to industries will be available for other purposes.

In MIC, QP operates a Domestic Wastewater Treatment Plant (DWTP) facility, which treats all sanitary water collected from industrial facilities. The treated water from DWTP is then used for irrigation purposes in MIC landscaping. Previously, the treatment plant did not have the capacity to treat all wastewater collected, and the excess was transported to the Ashghal Treatment Center in Doha. However, a new facility is currently in the commissioning stage, with partial operation already in place.

WASTE MANAGEMENT

Operational and residential facilities situated in the industrial cities generate non-hazardous and hazardous waste. Both MIC and RLIC operate various facilities that receive this waste and manage disposal and recycling to minimize the environmental impact of the waste collected.

RLIC operates a non-hazardous Waste Management Facility (WMF) to deal with non-hazardous waste. The facility includes waste recycling and waste reduction equipment including an industrial-type paper/ cardboard shredding machine, light bulbs and fluorescent tube equipment, and a heavy-duty drum crushing and compacting system. On the other hand, QP's new marine waste reception facility at Ras Laffan Port safely disposes of oily waste from ships, in accordance with international marine pollution (MARPOL) standards.

At MIC, non-hazardous waste is collected by a waste management company and delivered to a landfill that lies outside the MIC area. Prior to sending the waste to the landfill, MIC first segregates wood, paper, plastics, metals and tires for recycling. Wood mulch is removed from waste and reused to produce the water retention material used in landscaping. MIC has also introduced an initiative to segregate paper in schools and the community, and this effort is estimated to recycle 8,000 kg of paper per month once it is fully implemented.

Mesaieed's Hazardous Waste Treatment Center (HWTC), the only facility of its kind in Qatar, has been designed to treat, inactivate and immobilize contaminants prior to disposal by evaporation or landfilling. The facility serves the waste treatment requirements of all industries in Qatar. The center recycles several hazardous waste streams, including recovered oil from the Oily Waste Treatment Facility, crushed metal drums, shredded plastic from empty plastic drums, and drained lead acid batteries. In the future, the HWTC aims to recycle non-hazardous wastes such as batteries, plastics and metals, In 2015, the HWTC received a total of 27,520 tons of waste, of which 846 tons were recycled.

Quantity of Waste Received at the Hazardous Waste Treatment Centre (Tons in 2015)



Quantity of Recyclable Materials Sent from HWTC to Recyclers in 2015



ENERGY AND EMISSIONS MANAGEMENT AT INDUSTRIAL CITIES

RLIC has formed an energy saving committee and installed meters to monitor and optimize power consumption among industries. It has also worked closely with the MME and the resident companies of RLIC to establish a GHG emission accounting and reporting (A&R) system based on European guidelines.



In 2014, RLIC completed Phase I of its Ambient Air Carrying Capacity (AACC) study of the Ras Laffan air shed for criteria pollutants SO2 and NOx across the city. Phase II of the AACC will focus on modeling volatile organic compounds (VOCs), ozone effects and particulate matter. Ultimately, the results of this study will be used to assess the impact of air pollutants generated by industries in RLIC and to propose additional control measures as required to guide industries in developing the necessary monitoring, management and mitigation measures.

BIODIVERSITY IN INDUSTRIAL CITIES

RLIC is also responsible for managing a number of wildlife conservation programs, including the flagship marine turtle conservation initiative. RLIC diligently monitors eight turtle breeding grounds across Qatar to ensure that they are not disturbed especially during the nesting season, thereby ensuring the survival of this indigenous species. The initiative also involves tagging, nesting and hatchling monitoring, DNA testing and satellite tracking for turtles. Other conservation programs in place are mangrove conservation, reef cultivation, and restoration of seagrasses. Additionally, breeding programs to increase the population of the gazelle, houbara and ostrich are also in place. A mango plantation that is successfully fruiting is the cornerstone of a greenbelt program in the conservation area.





HEALTH **AND SAFETY**



We believe that nothing is more important than protecting ourselves and others from harm, so our top priority is ensuring the health and safety of people, both in the workplace and in the communities where we operate. Our health, safety and security programs as well as the people and policies that oversee them are critical to providing a safe and healthy environment for all. Our programs build a safety culture and recognize those who exhibit exceptional commitment to health and safety practices.

Our approach to managing safety and operational risks builds on our experience and is based on best industry practices, including lessons learned from incidents and audits. Please refer to the "Management Approach" section in the "Environment and Climate Change" chapter for more information about our HSE governance and strategy.

PERSONAL SAFETY



Together we work with our people toward a goal of zero injuries, and we seek to develop a strong culture of safety to deliver a solid safety performance. We realize that this can only be achieved by having a knowledgeable, committed and skilled workforce. To sustain and improve personal safety performance, we take a proactive approach to fostering a strong safety culture.

In 2015, we implemented a new HSE recognition process, particularly for our offshore operations, which involves awarding HSE certificates to a number of deserving individuals who have displayed an exemplary attitude towards safety and made outstanding contributions to our HSE programs.



Issuing out Individual HSE Recognition Awards to deserving Offshore Operations personnel

Several HSE workshops were also held in Mesaieed and Dukhan to further improve the HSE culture at QP. A particular focus was placed on training to increase our senior staff's ability to interpret safety performance requirements and assess the effectiveness of safety tools and techniques in their line of work. Up to 70% of senior staff in Mesaieed participated in the training.

We carried out a number of initiatives over the course of the year to improve delivery of HSE training to both employees and contractors. These included conducting 17 audits on the delivery of HSE courses by our own employees and by external HSE course providers, increasing the list of accredited HSE courses from four external HSE training providers, and improving the competency of 11 safety trainers.

OUR PERSONAL SAFETY PERFORMANCE

In 2015, QP's combined total recordable injury rate (TRIR) for employees and contractors significantly improved from 0.91 in 2014 to 0.75 in 2015 (an 18% decrease), and this figure was better than the 2014 global rate (1.54) calculated by the International Association of Oil and Gas Producers (IOGP).

Our Mesaieed Operations completed 10 million man-hours of operations without a lost time injury (LTI) in 2015. However, corporation-wide, the combined lost time injury rate (LTIR) increased in 2015 compared to the previous year. While the number of LTI for our employees was slightly higher in 2015 (8) in comparison to 2014 (7), the injuries were less severe in nature and in large part (33%) related to the low-risk activities of office employees. This led to a 22% increase in our employee LTIR, but it actually resulted to an 80% reduction in our employee lost day rate. Among our contractors, the LTIR increased by 29%, with a few high-impact incidents leading to a 70% increase in the contractor lost day rate.

Table 6:					
Personal Safety*	2012	2013	2014	2015	(IOGP)
Employee fatalities	0	0	0	0	
Contractor fatalities	0	1	1	0	
ost time injury rate (employees)	0.46	0.62	0.32	0.39	
ost time injury rate (contractors)	0.43	0.87	0.31	0.40	
ost time injury rate employees and contractors)	0.43	0.78	0.31	0.40	0.36
otal recordable injury rate (employees)	0.95	0.95	1.08	0.87	
otal recordable injury rate (contractors)	1.25	1.29	0.86	0.71	
otal recordable injury rate employees and contractors)	1.18	1.17	0.91	0.75	1.54
ost day rate (employees)	3.38	7.89	9.29	1.83	
ost day rate (contractors)	2.42	9.56	5.42	9.22	

*Lost time injury rates and total recordable injury rates are calculated per million hours worked.

LTIR AND TRIR FOR EMPLOYEES AND CONTRACTORS



HEALTH AND WELFARE

We endeavor first and foremost to protect every employee from any occupational health risk posed by day-to-day activities, and we further encourage our employees to make healthy choices beyond their work environment, recognizing that healthier employees are more engaged and productive employees.

Comprehensive health checks have been implemented at all points of entry into QP's offshore sites to ensure that all employees working there are fit for the demands of offshore activities and have no pre-existing conditions that may pose an immediate risk to their health. We also provide specific training for all individuals to address any identified health risks for particular jobs; for example, all personnel in Dukhan receive Naturally Occurring Radioactive Materials (NORM) training in order to ensure that they take the appropriate precautions to protect their health.

First aid boxes are distributed across all QP locations, and designated employees take part in first aid training, which includes basic life support, cardiopulmonary resuscitation (CPR) and the use of an automated external defibrillator (AED).

We regularly hold health promotion events and awareness sessions to promote health and wellness among our employees, their families and community residents as part of QP's health outreach program. These events target common health issues such as obesity, diabetes, and smoking. We also have a dedicated weight management clinic that supports our employees and their families in making healthy lifestyle choices.

In 2015, our Healthcare Department was awarded the "Gold-Level Accreditation" by Accreditation Canada for meeting international standards of excellence in quality care and service for the benefit of our employees and their dependents.

HEAT STRESS EVENTS

QP recognizes that heat stress is a major health concern for employees working outside during the summer months. Our operations have, therefore, established heat stress management procedures in line with the Heat Stress Management Guideline created by QP's HSE Regulations and Enforcement Directorate in 2013. We have developed a heat stress awareness course based on these procedures, and this course has been offered since mid-2014. As a result, we have noticed a significant decrease (92%) in the number of heat stress events recorded among employees from 2014 to 2015.

Table 7: Heat Stress Events	2012	2013	2014	2015
Heat stress events (employees)	97	91	88	7
Heat stress events (contractors)	-	-	-	42

Our employees and contractors are provided with health information about heat stress management, including how to detect hydration levels from urine.



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HOW TO CALCULATE HEAT INDEX									GE				
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	29	26	27	28	29	30	32	33	35	37		32 - 38	40
	28	25	26	27	27	29	30	32	33	35			
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The temperature stands at 34°C and Rh is now 62% The Heat Index is 44 in the Danger Area

"Critical operations as per the Heat Stress Guideline QGL-CHH-001"

PROCESS SAFETY AND ASSET INTEGRITY

Process safety provides a framework for managing the integrity of operating systems and processes that handle hazardous substances. It deals with the prevention and control of events that have the potential to release hazardous materials and energy, and it relies on good design principles, engineering, operating and maintenance practices. Asset integrity, which is critical to process safety, encompasses the reliability, efficiency and general fitness for service of our physical assets. To ensure process safety within our operations, we are focused on supporting the challenge of asset integrity management for aging facilities and applying inherent safe design principles for new projects.

We seek to optimize production without compromising safety through an integrated approach to asset management. Our IT-based asset management tools and approaches consider wider sustainability issues and are designed to help embed new modes of thinking and sustainability practices. All our assets are currently registered in a robust SAP planned maintenance system. To comply with the safety critical element (SCE) preventive and corrective maintenance scopes and schedules, we have created an SCE asset register, developed performance standards for identified SCEs, and implemented an SCE compliance plan. We are also working to ensure that drilling contractors implement a software-based preventive maintenance management system.

Process Safety and Asset Integrity in the Dukhan Field

In 2015, our Dukhan team completed a substantial overhaul of its asset integrity management in the Dukhan field. This involved the establishment of a new Asset Integrity Department and Process Safety Committee. The committee has examined key performance indicators (KPIs) for process safety, evaluated all process safety concerns, and recommended appropriate solutions to improve plant process safety.

As a result of focused well integrity efforts in the Dukhan field, the well integrity failure rate was reduced by 30%. In 2015, 25% of injection/ production wells in Dukhan were investigated for well integrity. Workover rigs were dedicated to address well integrity issues, while new technologies including downhole cameras, leak detection/corrosion logs and wellhead sealants were employed. By the end of 2015, 66% of wellheads were equipped with cathodic protection; the well abandonment procedure was revised; and a quantitative risk assessment study was completed for the Dukhan Township.

Several other well integrity initiatives were implemented in 2015, including the Dukhan CO2 pilot wells design and material selection as well as a GRE-lined tubing pilot project for Dukhan's powered water injection wells to reduce tubular corrosion, scale deposition, well integrity problems and expensive workovers.

RAL HEAT STRESS INDEX						
	EAT HEAT SYNDROME					
7– 31	Fatigue is possible with prolonged exposure and physical activity					
2 – 38	 - 38 Sunstroke, heat cramps and heat exhaustion possible with prolonged exposure and physical activity 					
9 – 53	 - 53 Sunstroke, heat cramps or heat exhaustion likely. Heat stroke possible with prolonged exposure and physical activity 					
>54	Heatstroke o	r Sunstroke imminent				
Stress may vary with age, health and body form of 'Salt Supplement' unless advised HEAT STRESS WORK PRACTICES TO THE EFFECT OF HEAT EXPOSURE						
REQ	WATER	CONTROLS				

5)	(1 cup = 1/4 liter)	
	1 cup every 20 minutes	Continuous visual monitoring of workers in direct sun and heavy work
	1 cup every 20 minutes	No working alone
	1 cup every 15 minutes	Work under shade
	1 cup every 10 minutes	Stop elevated and confined space work
		Stop all work

THE COLOUR OF URINE TELLS YOU HOW DEHYDRATED YOU ARE! Extremely Dehydrated Drink Water Immediately Mildly Dehydrated Drink More Water Safe Zone Are you dehydrated? Keep on drinking water

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BUSINESS CONTINUITY MANAGEMENT

The implementation of QP's Business Continuity Management System (BCMS) will ensure that the corporation is prepared to handle and mitigate the effect of major disruptive events affecting critical business activities. The system brings a holistic management process that identifies the potential threats and the impacts that might result from these threats to our business operations. BCMS provides QP with the framework to build organizational resilience with the capability of an effective response that safeguards the interests of our key stakeholders, cash flow, reputation, brand and value-creating activities. BCMS covers both the immediate responses to an incident (such as emergency preparedness and response, and crisis management) and the more measured pre-planned responses to a prolonged disruption (i.e. business continuity planning and IT resilience and recovery).



QP's directorates and corporate departments have a Business Continuity Plan (BCP) in place, with more than 180 Business Continuity Response Plans (BCRPs) implemented and maintained across the corporation, aiming to protect our critical assets and processes against major disruptions.

In 2015, QP standardized and systemized the approach to business continuity through the development of the Business Continuity Management Policy, Business Continuity Management Framework and other relevant governance documents. A network of BCM coordinators and BCP focal points were trained on the BCM system, reaching almost 300 staff members. Going forward, we seek to achieve BCM certification under ISO 22301 to maximize the quality of our BCM program and to promote continuous improvement.

CRISIS MANAGEMENT

Crisis management within QP is aligned with the Societal Security - Business Continuity Management Systems - Requirements of ISO 22301 on Crisis Management – Guidance and Good Practice Requirements of BS 11200:2014. We have developed crisis management capabilities to prepare for, anticipate, respond to, and recover from any crisis. This capability is not considered a normal part of routine organizational management, and so it is consciously and deliberately built and sustained through capital, resources and time investment throughout the corporation.

During 2015, the Corporate HSE&Q Department developed the corporate governance crisis management requirements and the QP Crisis Management Plan (CMP), thus establishing the foundation for managing a crisis, in case it occurs.

EMERGENCY PREPAREDNESS AND RESPONSE

Emergency management is a dynamic process of preparing for, mitigating, responding to, and recovering from an emergency. Planning, though critical, is not the only component. Training, conducting drills, testing equipment and coordinating activities with the community are other important functions. This is to ensure that in the event of an incident, there is a swift and effective response with the goals to preserve life, protect assets and mitigate environmental impact. Continuous efforts are being made to reduce and prevent emergency incidents. We work closely with industry peers on the prevention of major accidents and emergency preparedness.

QP's Emergency Management System focuses on the implementation of governance requirements resulting from State legislation and relevant regulations to achieve appropriateness and effectiveness of the emergency response arrangements.

CONTRACTOR AND SUPPLIER MANAGEMENT

Our commitment to achieve world-class standards in health, safety and environmental protection, cannot be achieved without the active involvement of contractors who carry out a portion of our work. We seek to work with contracting companies that share the same commitment to ethical, safe, and sustainable working practices, and we set clear and consistent expectations for our contractors when it comes to health, safety, security and environmental requirements as well as human rights.

As a result, we have developed the HSE Regulations for Contractors to ensure that they demonstrate the same commitment to HSE as we do. The document establishes processes to ensure that contractors are aware of our safety expectations and to verify their capability to meet these expectations before starting work. Suppliers of procurement services and products to QP are also required to comply with these regulations, and non-compliance can result in the suspension of the supplier.

The framework within which we and contractors work to achieve compliance to these rules and regulations is in line with that of the International Association of Oil and Gas Producers (IOGP). Our contractors report on their HSE performance on a monthly basis, which is then integrated into our HSE performance report.

SAFETY, HEALTH AND WELFARE IN INDUSTRIAL CITIES

QP Industrial Cities recognizes a responsibility to protect the labor rights of workers in its areas of operations. These include, but are not limited to, the abolition of forced labor and child labor, the right to just and favorable remuneration, the right to a safe work environment, the right to rest and leisure, and in the case of migrant workers residing in the industrial cities, the right to an adequate standard of living, including food, housing and access to medical services.

To ensure occupational health and safety, MIC, RLIC and DCA provide safety monitoring, auditing and implementation of safety policies, standards and safe working practices to ensure the adherence of all industries. They also investigate accidents and are responsible for firefighting and emergency response coordination. In addition, they seek to cover the medical needs of all residents and workers by providing health facilities with primary care as well as emergency services.

DUKHAN CONCESSION AREA

The Dukhan Concession Area (DCA) is located in the western municipality of Al Rayyan. It is approximately 60 kilometers west of Doha, and it is administered by QP.

The Dukhan Township is home to more than 5,000 residents made up of QP employees and their families, and it is equipped with all modern facilities such as an international school, a cinema, recreation center, fitness center, golf club and a water sports club. A business plaza is also available in DCA, and it comprises of supermarkets, restaurants, pharmacy and other related sales outlets, banks, money exchange firms, a post office and other government service offices.

The Dukhan Support Services Area is a 1.5-square-kilometer area located in Zekreet and has been developed for contractors' accommodation and other supporting facilities. Basic infrastructure such as roads, electricity, a sewage collection system, clinic, and land preparation are managed and maintained by QP's Industrial Cities Directorate.

The Dukhan Fire and Rescue Service operates from four strategically located fire stations in Dukhan, Zakreet, Fahahil and Umm Bab. The division provides fire cover and emergency response service delivery to QP's oil and gas plants and other facilities in the entire Dukhan area, including accommodation for QP personnel and their families, workshops, QP administration facilities, etc.

The division will also serve the entire west side support services area of Ras Laffan, including the new general hospital and the Multipurpose Administration Complex (MPAC) development, Barzan and Pearl GTL, up to the fringes of the southern fence. It will also serve as a first response unit to the Huwaila beach chalets and westward to Shamal Road.



DUKHAN MEDICAL CLINIC

QP's medical clinic in Dukhan continues to provide a high standard of comprehensive primary health care, occupational health and dental services. It also provides pharmacy, pathology, x-ray, ultrasound and physiotherapy services for a population consisting of QP staff and their families, local residents, police and other servicemen, and government officials. A 24-hour emergency service with full-fledged ambulatory care is in operation linking with the State's Emergency Medical Services. The Dukhan Medical Clinic is equipped with a mobile clinic and a Mass Casualty Incident Vehicle, which will enable QP to deliver prompt and effective medical services in emergency situations.

QP's medical clinic also operates an ambulance station at Umm Bab. This station covers QP's concession area and provides emergency care and patient transportation to those at the industrial and non-industrial sites.



WORKER WELFARE AWARENESS PROGRAM AT RLIC

QP recognizes the challenge for its industrial cities to ensure decent and safe work conditions for all employees and contractors and to achieve sustainable development in compliance with the guidelines set by the Qatar National Vision 2030. QP cares about the well-being of its staff and all laborers working within the industrial cities and has set a Worker Welfare Strategy in place. The corporation has also developed a Worker's Welfare Awareness Program, through which monthly awareness and joint camp inspections are being done to make sure that the facilities are in compliance with QP standards. The program also includes quarterly meetings through sub-committee worker welfare working group meetings to share cases related to workers' welfare as well as a bi-annual awareness activities through forums and events such as the Healthy Lifestyle Forum and food hygiene presentations.





HUMAN CAPITAL



and present opportunities for professional development to attract and retain the best talent at both local and international levels.

With the completion of our restructuring programme, which included the integration of Qatar Petroleum International (QPI) into QP, we now have the right organizational structure to deliver our strategic objectives. Currently, our workforce is comprised of employees representing 84 nationalities.

QP PEOPLE AGENDA

In 2015, we launched the QP People Agenda, which consists of over 20 mostly interdependent initiatives that support the achievement of the corporation's strategic objectives. Examples of these initiatives are the introduction of a leading-edge Leadership Development Framework, a Human Capital Service Centre, and an employee survey. Each initiative is allocated to one of the following focus areas:

- Growing Talent and Resourcing Growing a highly capable and motivated workforce, with emphasis on Qatari development;
- Driving Organizational Excellence Driving sustained performance of QP's organization, its structure, processes, systems, policies, people and culture;
- Enhancing Employee Welfare & Engagement Enhancing the affiliation of employees to QP and their commitment to collaborate, leading to increased performance.



purpose development interventions

for employees

strength

TO BE ONE OF THE BEST NOCs IN THE WORLD AND BE ON A PAR WITH THE LEADING IOCs

HUMAN CAPITAL FOCUS AREAS

Driving Organizational Growing Talent & Resourcing Excellence Growing a highly capable and Driving sustained performance of motivated workforce with emphasis QP's organization: its struture, processes, systems, policies, people and culture. · Right number of people with the Key principles: required competencies Systematic and transparent

- the long-term business goals · Changes managed appropriately
- Employee processes and data managed appropriately
- · Clearly defined responsibilities in relation to people policies · Robust, transparent and equitable
- people policies

QP PEOPLE AGENDA

QP seeks to provide an attractive working environment, offer challenging and meaningful job opportunities,





- organizational stature which supports

Enhancing Employee Welfare & Engagement

Enhancing the affiliation of employees with QP and their commitment to collaborate, leading to increased performance

- Key principles:
- · Employee feedback and contribution is valued
- Onboarding which makes new joiners feel valued and respected
- · Inclusive work environment which encourges open and respectful dialogue
- High performance is recognized
- · Effective and timely customer service

AN ATTRACTIVE EMPLOYER

In 2015, QP was named one of the "Top 20 In-Demand Employers" in the Middle East and North Africa (MENA) region at the LinkedIn Talent Awards 2015. The corporation was also a finalist in the "Best Employee Value Proposition" category and the "Best Career Page" category.

WORKFORCE ENGAGEMENT

Keeping employees engaged is central to retaining talent and ensuring that employees deliver high performance. To achieve this, we offer our employees the chance to be part of a dynamic team, with competitive compensation and benefits as well as growth and development opportunities. The key principles at QP for workforce engagement include the following: valuing employee feedback and contribution; onboarding new joiners to make them feel valued and respected; providing an inclusive work environment that encourages open and respectful dialogue; recognizing high performance; and serving customers in an effective and timely manner.

COMMUNICATION

We strive to maintain a culture of open and honest two-way communication in order to ensure that we are responsive to our employees' needs and expectations. Targeted employee surveys are conducted for various reasons, such as to assess the effectiveness of particular learning programs or our IT services.

Internal communications tools, such as circulars, intranet and team meetings, are in place to help employees connect more effectively with each other and the organization. An example of direct communication with employees using the QP intranet is the QP online forum, an electronic venue for our employees to discuss work-related issues. Employee comments and questions are reviewed by the HR Department, which, where appropriate, then follows up with the employee and others concerned. The QP online forum offers qualitative insights into the views, concerns and issues voiced by our employees.

BENEFITS AND COMPENSATION

QP offers competitive salaries and benefits to attract, retain, and reward the talent it needs. Benefits for employees include medical insurance, education assistance, housing and transport allowances, and pension for eligible employees. In addition, we provide allowances to address specific business needs, such as the shift and location allowance.

REWARDS AND RECOGNITION

Apart from the benefits offered, we also provide long-service awards to employees to recognize their contribution to QP's continued success and growth. In 2015, QP held its annual Continuous Service Awards (CSA) ceremony, during which QP President and CEO Saad Sherida Al-Kaabi honored a total of 225 employees who have served the corporation for the past 20, 25, 30, 35 and 40 years. Another ceremony was also held to recognize 629 employees for reaching a career milestone of 10 to 15 years of service with QP.



TRAINING AND DEVELOPMENT

Through a structured training and development process, we ensure that our workforce is suitably equipped with the required knowledge and skills. We offer a wide array of training and development opportunities for all our employees. Our employees are given the opportunity to enhance their competency levels through various professional training programs conducted in-house, within Qatar and overseas. A total of 3,073 training courses were offered in 2015.

More than 200 short technical and non-technical programs are run in-house. Our employees have access to more than 3,000 up-to-date online courses through QP's e-learning system, as well as opportunities for external training when not available in-house.



EQUAL OPPORTUNITY

For us, diversity is considered as a source of strength. We seek to attract people with different backgrounds. Our diverse workforce consists of 84 different nationalities who work together and bring their different perspectives and experiences to jointly contribute to achieving the best results. We strive to cultivate this diversity and to create an inclusive and respectful work environment. Our Code of Ethics requires employees to treat all persons fairly regardless of such factors as race, color, national origin, sex, marital status, age, religion, creed or political belief, physical handicap or disability, or status.

FEMALE EMPLOYMENT

We support initiatives to encourage young women to pursue a career in engineering and science. Since 2011, we have been increasing our engagement with young women in universities to provide them with an opportunity to see for themselves what the industry has to offer through sponsorships to support the development of female professionals. In 2015, we held a "best in class" summer internship program for our female students that included onshore field visits and working on small projects. Also, for the first time, our female developees spent three days in training on offshore rigs, monitoring and geosteering horizontal wells.



HUMAN RIGHTS

We are committed to upholding the United Nations Guiding Principles on Business and Human Rights. Additionally, QP has adopted the United Nations Global Compact (UNGC) principles. To this effect, we ensure that the welfare and human rights of our employees are protected through our Code of Ethics and our policies. We are also in the process of finalizing our Human Rights Policy and dedicating a section in our Code of Ethics on human rights.

No complaints pertaining to labor or employment grievances were received from our employees in 2015. A Complaint and Grievance Procedure is in place for employees to voice their grievances and receive resolution within a set period.

ANTI-CORRUPTION

Corruption hampers investment and increases the costs of doing business. In response, staying focused on anti-corruption is extremely important to us. This is achieved through a combination of risk assessment, a strong anti-corruption program, internal audits and through regularly updated employee and supplier training.

Both employees and third parties are expected to report suspected violations of relevant laws or our Code of Business Ethics, which is available publicly on our website. Any reported violations is handled centrally by our Internal Audit Department. Additionally, employees can call our Fraud Hotline to report any illegal activity or corruption without being identified.

As a further enhancement of our approach to anti-corruption, we are in the process of developing a whistleblower process.

QATARIZATION



The 33rd Energy and Industry Sector's Qatarization Steering Committee Meeting

The implementation of our new organizational structure has provided an opportunity to put increased emphasis on quality Qatarization at all levels of the organization. We remain dedicated and committed to further advancing Qatarization within our workforce.

To advance Qatarization through our operations, we have designed our own Qatarization plan, which takes a multi-pronged approach to advancing the development of the national workforce. This includes vocational training, university scholarships, work experience, personal development plans, and experienced recruitment.

QP'S APPROACH TO ADVANCING QATARIZATION

Vocational Training	Work Experience	Development Plans	Experienced Qatari Recruitment
To prepare them to enter the QP workforce, Qatari secondary school graduates can enroll in one of four vocational and university training programs, including: • Technical Program	University students can apply for internships. Work terms and work- place learning are applicable to vocational programs. These programs provide the opportunity to gain	Some Qatari graduates join QP as a developee. A Personal Career Plan (PCP) will be designed for them which prepares them to take over a job through on-job activities and assignments, technical and non-technical training courses, and sometimes attachments to other	Experienced nationals can join QP in specific areas such as engineering, finance, administration and human resources. In 2015, 62 experienced Octaris joined OP in
Diploma Program, formerly TMP, CPP	valuable on-the-job	departments or organizations.	various roles.
Fireman Preparation Program	onpononice:	demonstrate that they have obtained the knowledge and	
University Program		skills required to perform the key responsibilities of their target job, they take over that position.	

A majority of Qataris enter the QP workforce after completing one of the vocational programs listed above or after a successful completion of university academic studies sponsored by QP and a personal career plan.

In 2015, we managed university students taking up courses in petroleum and other engineering programs, geology, sciences, and a wide range of other specialized fields. Throughout the year, QP's Learning and Development Department closely monitored their academic performance in order to ensure that they have the required support to successfully complete their degrees and eventually join the workforce.

The Internship Program for QP-sponsored university trainees continued to provide future employees with essential work experience in their target departments. We continue to review and improve our vocational training programs based on the survey analysis results and feedback received from stakeholders. The whole TAFE (Technical and Further Education) program has been reviewed in collaboration and consultation with industry partners to come up with a new alternative that is specifically designed, tailored and aligned to the needs of Qatar's oil and gas industry.

DEVELOPMENT OF QATARI NATIONALS

In 2015, QP, in cooperation with representatives from other companies in the energy and industry sector along with the College of the North Atlantic-Qatar (CNA-Q), formed the E&I Vocational Steering Committee to provide guidance on the design and delivery of vocational training programs. Guidance is provided through monitoring of the vocational training delivery and evaluating its effectiveness and efficiency in coordination with CNA-Q. The main goals of the steering committee are to improve TPP cycle optimization, enhance the foundation program, reduce the overall duration of the program, provide earlier employee status, improve the technical curriculum concentration, and enhance the English skills of the participants.

To augment the quality of learning and development programs, QP continued to partner with international oil companies (IOCs) in order to maintain Centers of Training Excellence, such as Tamayoz and Tafawoq, which provide a wide range of courses for Qatar's energy and industry sector.

Tamayoz Program

Tamayoz is a program led by ExxonMobil that provides professional and personal development opportunities to QP and its joint ventures RasGas and Qatargas. The training courses offered cover essential and diverse areas including safety, health, leadership, operational excellence, technical and project management.

received training since the launch of the program.

Tafawoq Program

Tafawoq, which means "excellence" in Arabic, is a successful partnership between QP, Qatar Shell, and Hamad Bin Khalifa University. Tawafoq is a fully accredited Association for Project Management (APM) training provider and focuses on developing project management competencies. The courses include virtual learning, work-based activities, and face-to-face training that is based on the internationally recognized and accredited Shell Project Academy "Pentagon model" curriculum.

QP's role is to share the knowledge gained by its senior management professionals who have accumulated considerable regional industry experience by co-delivering parts of the syllabus.

> The future development of Qatari nationals is managed according to the guidelines laid down by the QP Qatari Development Strategy.

DEVELOPMENT







COMMUNITY

LOCAL PROCUREMENT

We are constantly exploring ways to rework contracts and invest resources in local procurement development to help maximize long-term local content value. In 2015, we spent over QAR 4.23 billion on local procurement, accounting for 73% of QP's total procurement spending on locally sourced goods and services. We have 8,870 registered suppliers, of which 38% are based in Qatar (a 2% decrease from 2014).

Considering the large scale of our supply chain, we recognize the significant impact our procurement process can have on the development of the Qatari community. As a result, we are committed to working with suppliers to build local capacity to meet our procurement requirements and to enhance both the efficiency and reliability of our supply chain to ensure the quality and sustainability of the goods and services that we procure. To that end, we have introduced several initiatives to build the capacity of suppliers in Qatar and the Arab region. We constantly work to ensure our supply chain meets our own standards of protecting people and the environment. We aspire to apply "green procurement" principles and develop "green specifications" in the near future.

Chartered Institute of Purchasing and Supply (CIPS UK)

In 2015, QP commissioned the Chartered Institute of Purchasing and Supply (CIPS UK) to undertake a sustainability assessment of the Supply Chain Department's procurement processes and their relevance to international sustainable practices.

Moreover, as part of this process, a selected number of Qatari national employees have been trained by CIPS and now understand the fundamental principles of suitable procurement requirements.

We are committed to the development of Qatari enterprises including small and medium-scale enterprises with the aim of prioritizing, maximizing or empowering the local products, works and/or services and encouraging the creation of sustainable market resources consistent with the Qatar National Vision 2030.

Table 11: Procurement	2012	2013	2014	2015
Total procurement spending (billions QAR)	10.7	7.93	12.03	5.81
Total procurement spending on suppliers based in Qatar (billions QAR)	7.24	4.42	9.15	4.23
Goods and services sourced locally (%)	68	56	76	73
Number of registered suppliers			8,669	8,870
Number of registered suppliers based in Qatar			3467.6	3,336



Al-Shaheen Workshop: Building Local Supplier Capacity Since QP has a large quantity of equipment produced by General Electric (GE), we partnered with GE to establish the Al cooperation, guaranteeing timely replacement of critical components and ensuring continuous operation.

As a significant influencer in Qatar's socio-economic development, we take pride in our role in contributing to the sustainable development of local communities. We do this through investments in our people's time and skills and by providing financial support in projects and initiatives that create positive and long-lasting value for the State of Qatar.

COMMUNITY INVESTMENT

Our corporate social responsibility (CSR) initiatives create a positive impact on key economic, social, human and environmental areas relevant to our country in alignment to the objectives of QNV 2030 and the National Development Strategy (NDS). In 2015, we invested in community initiatives including sports activities, scholarships, civil defense, forums and conferences, and educational sponsorships.

2015 MEN'S HANDBALL WORLD CHAMPIONSHIP

We supported Qatar's hosting of the 2015 Men's Handball World Championship, with teams from 24 countries participating. For the championship, Qatar built three new arenas with a total of nearly 30,000 seats, and tournament organizers brought together 24 artists from different countries to perform during the opening ceremony.

TEACH FOR QATAR

In 2015, we also supported Teach For Qatar, which is a local non-government organization (NGO) working as part of the solution to help solve some of the challenges faced by Qatari students. Each year, 30 exceptionally talented young leaders enroll in the organization's two-year teaching and leadership development program, and each participant teaches for two years in Qatar's independent school system. Together, each annual cohort of teachers has a direct impact on the lives of about 2,000 students.

ASIAN FOOTBALL CONFEDERATION

The Asian Football Confederation (AFC) is the governing body of Asian football and one of the six confederations making up FIFA. The AFC consists of 46 member associations and is responsible for running football activities in Asia. Among its various responsibilities are regulating the game, drafting new laws to improve the sport, implementing the law, boosting grassroots and youth football, and conducting major competitions.

CIVIL DEFENSE

As a responsible corporation, we also provided support to Qatar's General Directorate of Civil Defense. The directorate annually holds a celebration for World Civil Defense Day on the 1st of March to showcase the role of the department in protecting the lives and property of residents.

MIDDLE EAST TURBOMACHINERY SYMPOSIUM

The Texas A&M Turbomachinery Laboratory organizes and presents the Middle East Turbomachinery Symposium (METS) biennially, with funding and logistical support from QP. Turbomachinery -- rotating machinery that extracts or adds energy to fluids -- includes a broad range of machinery, from classic Dutch windmills to the space shuttle's main engine turbo-pumps and compressors that move natural gas through the distribution system. The symposium provides continuing education opportunities to users of industrial turbomachinery and pumping systems, and it features a range of lectures, tutorials, discussion groups, case studies and short courses on basic and applied research into important problems of reliability and performance of turbomachinery.

Shaheen Workshop to conduct maintenance and repair of this equipment in Qatar. The workshop provides shutdown support services and repairs high-value capital parts three times before procuring a replacement, thus avoiding the unnecessary purchase of new parts and saving costs in the process. Through the workshop, local engineers have been trained in the overhauling of gas turbines, compressors and control valves. This project is a unique example of supplier-offtaker

COMMUNITY ENGAGEMENT IN INDUSTRIAL CITIES

We work closely with the host communities of our industrial cities to help us understand and address their concerns and expectations. Our Industrial Cities Directorate maintains open and frequent communication and engagement with all stakeholders of the cities, most importantly the resident industries and individuals working there. The directorate has put a number of mechanisms in place to ensure that it can respond to stakeholders' needs quickly and effectively.

ENGAGEMENT WITH RESIDENT COMPANIES

RLIC has established an interface with the CEOs of all resident companies to discuss highlevel projects and issues of common interest. In support of this interface, three functional committees covering HSE, Operations, and Projects bring senior managers together to share information, to work on common interest projects and to discuss standards and procedures. Additionally, various sub-committees have been established to drive common initiatives, such as workers' health and hygiene, road safety, risk management, the Laffan Environmental Society, contractor safety management and emergency response.

LOCAL COMMUNITY OUTREACH

RLIC and the major industries in Ras Laffan have been implementing a joint Community Outreach Program (COP) to support the community in the northern area of Qatar. The COP aims to address specific social and environmental needs in the community as identified through discussions with members of the local community. The COP office, which was established in Al Khor in late 2011, serves as the base for building a closer relationship with the local community and for establishing an open dialogue to build meaningful partnerships that meet the community's needs. The COP administers surveys to collect community feedback on ways to make RLIC and its neighborhood a better place to live in, and it also conducts quarterly meetings between members of RLIC and community representatives.

The COP has identified the following three strategic areas where its contribution can have maximum impact: education and capacity building; health, safety, and environmental awareness; and cultural heritage. The major initiatives currently being implemented include environmental awareness and road safety training. RLIC issues a quarterly newsletter called "Biatouna" to raise environmental awareness in the northern communities. In addition, monthly HSE awareness campaigns are carried out using a number of electronic and strategic notice boards and leaflets in three different languages.







APPENDICES A: GRI G4 CONTENT INDEX

GENERAL STANDARD DISCLOSURES

General Standard Disclosures

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Doha,Qatar
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No law to support collective bargain
54
No significant changes
28
60
None
64-65 (Data covers only QP direct operations
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64-65 (Data covers only QP direct operations 15-16 15-16 15-16 29 No significant changes 17 17 60-61 60-61 Jan 1 - Dec 31, 2015 2014 Annual

Core

No external assurance

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SPECIFIC STANDARD DISCLOSURES

DMA and Indicators	Page	Omissions
ECONOMIC		
Material Aspect: Economic Perform	ance	
G4-DMA	Significant cost reduction measures across our operations reduced out expenses compared to 2014	
G4-EC1		Confidentiality constraint
Material Aspect: Market Presence		
G4-DMA	51-52	
G4-EC6	51	
Material Aspect: Indirect Economic Impacts		
G4-DMA	8-9, 51-52	
G4-EC8	8-9, 51-52	
Material Aspect: Procurement Prac	tices	
G4-DMA	55	
G4-EC9	55	
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Material Aspect: Energy		
G4-DMA	28-29	
G4-EN3	29	Currently unavailable
G4-EN5	29	
Material Aspect: Water		
G4-DMA	31-32	
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Material Aspect: Biodiversity		
G4-DMA	33	
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SPECIFIC STANDARD DISCLOSURES

DMA and Indicators

SOCIAL		
Labor Practices and Decent Work		
Material Aspect: Employment		
G4-DMA	48	
G4-LA1	48	Currently unavailable
Material Aspect: Occupational Healt Safety	th and	
G4-DMA	38-40	
G4-LA6	39	Currently unavailable
Material Aspect: Training and Educa	ition	
G4-DMA	49	
G4-LA9	49	Breakdown by gender not available
Material Aspect: Diversity and Equa Opportunity	I	
G4-DMA	49	
G4-LA12	49	Breakdown not available
Human Rights	'	
Material Aspect: Human Rights Grie Mechanisms	vance	
G4-DMA	51	
G4-HR12	51	
Society		
Material Aspect: Local Communities	3	
G4-DMA	55-56	
G4-SO1	100%	
Material Aspect: Anti-corruption		
G4-DMA	60	
G4-SO3	100%	
Material Aspect: Emergency Prepare	edness	
G4-DMA	43	
Material Aspect: Asset Integrity and Process Safety		
G4-DMA	41	
G4-OG13		Number not available

Page

Omissions

B: STAKEHOLDER MAPPING

Stakeholders	Expectations	Engagement Method
Employees	 Safe and secure working conditions Competitive salary and benefits Access to personal and career development and training Open and transparent communication Listening, supportive management Responsible and ethical business practices Equal opportunity 	 Performance appraisals Recognition and awards programs Employee satisfaction surveys Feedback and suggestion systems Internal newsletters Email, QP website, and intranet
Government Bodies and Regulators	 Effective management of hydrocarbon resources Contribution to social and economic development and quality of life in Qatar Environmental protection Strong financial performance Development of national talent Protection of all basic international human rights for all relevant stakeholders Compliance with laws and regulations Emergency preparedness Business continuity Safe, reliable and efficient operations Input to policy and regulatory development Timely reporting of performance 	 Representation on the Board of Directors and its advisory com Regular reporting on performance Interaction and regular communication with regulatory agencie Qatar e-government website Publications
Contractors and Suppliers	 Support for local suppliers Fair contract bidding and awarding On-time payments Good working conditions Ethical business dealings Collaboration to ensure workers' welfare 	 QP website – Supply Management Bidding and tendering Collaborative monitoring of project delivery Customer surveys Audits and site visits Incident reports and investigations
Subsidiaries, Joint Ventures and the Wider Energy and Industry Sector	 Joint working, shared knowledge Development of best practices Elevation of industry standards Sharing of technical data, knowledge and expertise Leadership in industry-wide initiatives Collaboration to address emergencies Effective management of industrial cities 	 Exploration and Production Sharing Agreements (EPSA) Development and Production Sharing Agreements (DPSA) Subsidiary web portal Regular meetings and workshops Shared initiatives Conferences, exhibitions and knowledge-sharing forums Interactive dialogue Reporting Management of industrial cities
Investors	 Clearly defined corporate governance Proactive risk management Business continuity Transparency and disclosure of information Cost-effective operations Strong financial performance 	 Annual reports Press releases and newsletters Website Exploration and Production Sharing Agreements (EPSA) Development and Production Sharing Agreements (DPSA)
Clients and Customers	 Reliable and efficient operations and high-quality products at acceptable prices Excellent customer service Business continuity 	 Tasweeq manages marketing and other commercial aspects of Contracts and agreements Customer satisfaction surveys Feedback through ongoing sales engagement
Educational and Research Institutions	 Assistance to educational institutions in preparing students to enter the workforce Scholarship grants Technical support to promote research and innovation 	Joint research initiativesPublic reportsOne-to-one meetings
Communities and Associations	 Investment in the community and social development Development of national talent Employment opportunities Regular engagement with the community Minimal environmental impacts Safe operations Minimization of the impact of operations on local communities Investment in infrastructure Compliance with laws and regulations Timely access to accurate information 	 Joint charitable initiatives supporting important local causes ar Public reports as required Media relations activities Career fairs, school visits, and internships at QP Community Outreach Programme (Ras Laffan COP) Social media

Corporate events Policies and project management system Training and development opportunities Technological support Regular departmental meetings	
mittees, including regular board meetings	
5	
Cost-sharing agreements Memoranda of Understanding Joint crisis and emergency preparedness exercises Sponsorship collaborations Papers in energy-related publications Drilling Operations Incident Review Comm (DOIRC)	ittee
f refinery products sales.	

nd events



C: QP INVESTMENT PORTFOLIO

Effective shareholding of Qatar Petroleum as of September 2015

SUBSIDIARIES
 JOINT VENTURES
 ASSOCIATES

SUBSIDIARIES OF QP SUBSIDIARIES
 JOINT VENTURES OF QP SUBSIDIARIES

NATIONAL INVESTMENTS

Companies	Abbreviated Name	Link to Sustainability Reporting		
Exploration, Drilling & Production				
Gulf Drilling International Ltd	GDI	www.gdi.com.qa/English/Annual_report/ Pages/default.aspx		
Refining & Gas Processing				
Qatargas Operating Company Limited	Qatargas	www.qatargas.com/English/ CorporateCitizenship/Pages/default.aspx		
RasGas Company Limited	RasGas	www.rasgas.com/Sustainability/index.html		
Oryx GTL Limited	Oryx GTL	www.oryxgtl.com.qa/sustainability- reports/#/0		
Storage & Transportation				
Nakilat	Nakilat	www.nakilat.com.qa		
Qatar Fuel Q.S.C.	Woqod	www.woqod.com/net/eng/aboutus/ aboutus.aspx?i=846		
Qatex Ltd.	Qatex			
Power & Utilities				
Ras Laffan Power Company	RLPC	database.globalreporting.org/companies/ view/7104		
Mesaieed Power Company Ltd. Q.S.C.	M Power	database.globalreporting.org/companies/ view/6414		
Ras Girtas Power Company Q.S.C	RGPC			
Petrochemicals & Fertilizers				
Qatar Petrochemical Company	QAPCO	www.qapco.com.qa/reports		
Qatar Fuel Additives Company	QAFAC	database.globalreporting.org/companies/ view/6259		
Qatar Vinyl Company	QVC	www.qvc.com.qa/responsiblecare/ SitePages/Home.aspx		
Qatofin Company Ltd Q.S.C.	QATOFIN	qatofin.com/sustainability/		
Ras Laffan Olefins Company Ltd.	RLOC	www.rloc.com.qa/envsafety.asp		
Qatar Chemical Company Ltd.	Q-CHEM	www.qchem.com.qa/internet/Pages/ Sustainability.aspx		
SEEF Limited	SEEF	www.seef.com.qa/qhse.aspx		
Qatar Fertilizer Company	QAFCO	www.qafco.qa/Satellite/Qafco/en/ sustainability		
Gulf Formaldehyde Company (Q.S.C.C.)	GFC			
Qatar Melamine Company (S.A.Q.)	Qatar Melamine			

Companies	Abbreviated Na
Metals	
Qatar Aluminium	Qatalum
Qatar Steel Company	Qatar Steel
Support Services	
Gasal Q.S.C	Gasal
Al-Shaheen Distribution Ltd.	Al-Shaheen Distribu
Al-Shaheen Weatherford	Al-Shaheen Weathe
Al-Shaheen GE Services	Al-Shaheen GE Ser
Gulf Helicopters Company	GHC
Amwaj Catering Services Company Ltd.	Amwaj
Al-Koot Insurance and Reinsurance Company S.A.Q.	Al-Koot

INTERNATIONAL INVESTMENTS

Companies	Abbreviated Na
Upstream	
CQ Energy Canada Partnership	CQ Energy Canada
Chevron Morocco Exploration	
TOTAL Exploration and Production Congo	TEPC
Parque das Conchas (BC-10)	BC-10 PSC
Midstream	
South Hook Gas	SH-CHP
Adriatic LNG	Adriatic LNG
Heron II Viotia Thermoelectric Station	
Golden Pass LNG Terminal	Golden Pass LNG
Downstream	
Egyptian Refining Company	ERC
Long Son Petrochemical Company	LSP
QPI & Shell Petrochemicals (Singapore)	

ame Link to Sustainability Reporting

	www.qatalum.com/AboutUs/Sustainability/ Pages/Sustainability.aspx
	www.qatarsteel.com.qa/Publications/ SitePages/sustainreport.aspx
ution	
erford	
rvices	
	www.gulfhelicopters.com/en/contents/ view/safety-quality.html
	amwajservices.qa/page/qhse

Abbreviated Name Link to Sustainability Reporting

ada	www.centrica.com/responsibility
	www.chevron.com/corporate-responsibility
	www.total.com/en/energies-expertise/ oil-gas/exploration-production/projects- achievements/deep-offshore-project s/moho-nord-industrial-and-human- challenge-congo
	www.shell.com/global/aboutshell/major- projects-2/bc-10.html
	www.southhooking.com
	www.adriaticIng.com/wps/portal/alng/en/ community
	www.heron.gr/index.php?option=com_ k2&view=itemlist&layout=category&task= category&id=10<emid=165
G	www.goldenpasslng.com
	www.ercegypt.com/community-relations.html
	www.pcs.com.sg/social/social.asp www.tpc.com.sg
	www.tpc.com.sg

D: ACRONYMS AND GLOSSARY

ACRONYMS

AACC	Ambient Air Carrying Capacity
AGEU	Acid Gas Enrichment Unit
AGRP	Acid Gas Recovery Project
APM	Association for Project Management
BCMS	Business Continuity Management System
BCRP	Business Continuity Response Plan
BH	Bul Hanine
Bpd	Barrels per day
CCC	Crisis Control Centre
CDM	Clean Development Mechanism
CEMS	Continuous Emissions Monitoring Systems
CH4	Methane
CMP	Crisis Management Plan
CMS	Crisis Management System
CNA-Q	College of the North Atlantic-Qatar
CO2eq	Carbon Dioxide Equivalent
COP	Community Outreach Program
CPR	Cardiopulmonary Resuscitation
CSR	Corporate Social Responsibility
DFIS	Dukhan Field Integrated Study
DCA	Dukhan Concession Area
DOIRC	Drilling Operations Incident Review Committee
DPSA	Development and Production Sharing Agreement
DWTP	Domestic Wastewater Treatment Plant
EIA	Environmental Impact Assessment
EOR	Enhanced Oil Recovery
EOS	Equation of State
EPA	Environmental Protection Agency
EPSA	Exploration and Production Sharing Agreement
ERG	Ethane Rich Gas
EWF	Enhanced Water Flood
FEED	Front End Engineering and Design
GCC	Gulf Cooperation Council
GDI	Gulf Drilling International
GE	General Electric

ACRONYMS

GHG	Greenhouse Gas
GJ	Gigajoule
HCLT	Human Capital Leadership Team
HSE	Health, Safety, and Environment
HWTC	Hazardous Waste Treatment Cen
INDC	Intended Nationally Determined C
IOF	Intelligent Oil Field
IOGP	International Association of Oil ar
ISND	Idd El-Shargi North Dome
JV	Joint Venture
Kbpsd	Thousand barrels per stream day
LDAR	Leak Detection and Recovery
LES	Laffan Environmental Society
LPG	Liquefied Petroleum Gas
LTIR	Lost Time Injury Rate
M3	Cubic Meter
MARPOL	Marine Pollution
Mb/d	Million barrels per day
MENA	Middle East and North Africa
MES	Mesaieed Environmental Society
MIC	Mesaieed Industrial City
MM	Maydan Mahzam
MME	Ministry of Municipality and Enviro
Mmscf/d	Million standard cubic feet per da
M POWER	Mesaieed Power Company
Mt/d	Metric ton per day
NBSAP	National Biodiversity Strategy and
NDS	National Development Strategy
NFA	North Field Alpha
NFC	North Field Stabilized Condensat
NGL	Natural Gas Liquids
NORM	Naturally Occurring Radioactive
NOx	Nitrogen Oxide
OFFSAG	Offshore Stripped Associated Ga
OOF	Offshore Operators Forum

er			
ontribution			
Gas Producers			
nment			
Action Plan			
aterials			

ACRONYMS

OS&ERD	Oil Spill and Emergency Response Department
PCP	Personal Career Plan
PWRI	Produced Water Re-injection
Q-CHEM	Qatar Chemical Company
QAFAC	Qatar Fuel Additives Company
QAFCO	Qatar Fertilizer Company
QAPCO	Qatar Petrochemical Company
QAR	Qatari Riyal
QATALUM	Qatar Aluminium
QEISS	Qatar Energy and Industry Sector Sustainability
QEWC	Qatar Electricity and Water Company
QP	Qatar Petroleum
QPI	Qatar Petroleum International
QVC	Qatar Vinyl Company
RESCO	Regional Clean Sea Organization
RGPC	Ras Girtas Power Company
RLIC	Ras Laffan Industrial City
RLOC	Ras Laffan Olefins Company
RLPC	Ras Laffan Power Company
RMOP	Reservoir Management Optimization Project
RTOC	Real Time Operations Center
SCE	Safety Critical Element
Scm	Standard cubic meter
SO ₂	Sulfur Dioxide
SRU	Sulfur Recovery Unit
TGTU	Tail Gas Treatment Unit
TIW	Treated Industrial Water
TRIR	Total Recordable Injury Rate
UER	Umm er-Radhuma
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
VOC	Volatile Organic Compound
WAG	Water Alternating Gas
WHTP	Waste Heat to Power
WMF	Waste Management Facility

GLOSSARY

Clean Development Mechanism	One of the Kyoto Protocol n projects which generate Cer emissions trading schemes
CO2 equivalent	Measurement of various gre
Developee	Qatari employed by QP and necessary practical experier
GRI	The Global Reporting Initiation organization that helps busin understand and communication related issues in economic,
ISO 28000:2007	An international standard, d for Standardization (ISO), to requirements for a supply ch
ISO 14001	An international standard, d companies and organization
LTIR	Lost Time Injury Rate is deri in a calendar year by 1,000, actually worked in the year. normalized for 1,000,000 m
National Development Strategy 2011-2016	Document establishing target the Qatar National Vision 20 and environmental developm
OHSAS 18001	Framework for setting up be management system
Qatar National Vision 2030	Document defining long-terr its own development and pr and for generations to come
Qatarization	Process of increasing the ra companies and organization
QEISS Programme	Programme aiming to enhar the energy and industry sec
SANGEA [™] program	Software that ensures consi operational units
Secondee	Employee from one organiza organization on a temporary
SMART targets and goals	Criteria widely used as guida process: Specific, Measurab
Stakeholders	Entities or individuals that ca affected by the organization actions can reasonably be e successfully implement its s
TRIR	Total Recordable Injury Rate (fatalities + lost work day ca treatment cases) per million

mechanisms providing for emissions reduction artified Emission Reduction units, tradable in

eenhouse gases in the unit equivalent to CO2 gas

d placed in a development program to gain the nce

tive (GRI) is an international independent standards inesses, governments and other organizations to rate the impacts of their activities on sustainability-, environmental and social spheres.

leveloped by the International Organization improve supply chain security and align the hain security management system

developed by the ISO, providing tools and for ons to manage their environmental responsibilities

ived by multiplying the number of lost time injuries ,000 and dividing this value by the total man-hours Thus, the absolute number of Lost Time Injuries is nan-hours.

gets for the achievement of goals established by 030, in the spheres of economic, social, human, ment

est practices for occupational health and safety

rm outcomes for the country to enable it to sustain providing for a high standard of living for its people lie

atio of national employees in public and private ns in Qatar

nce sustainability performance and reporting of ctor in Qatar

sistent reporting of GHG emissions across various

ration assigned to assist another employee or y basis

lance for setting objectives in a management ble, Attainable, Relevant and Timely

can reasonably be expected to be significantly n's activities, products and services and whose expected to affect the ability of the organization to strategies and achieve its objectives

e is defined as the number of recordable injuries ases + restricted work day cases + medical hours worked

FEEDBACK & CONTACT DETAILS

Corporate Health, Safety, Environment & Quality Department Qatar Petroleum Tel: +974 40131588 / 40139083

www.qp.com.qa