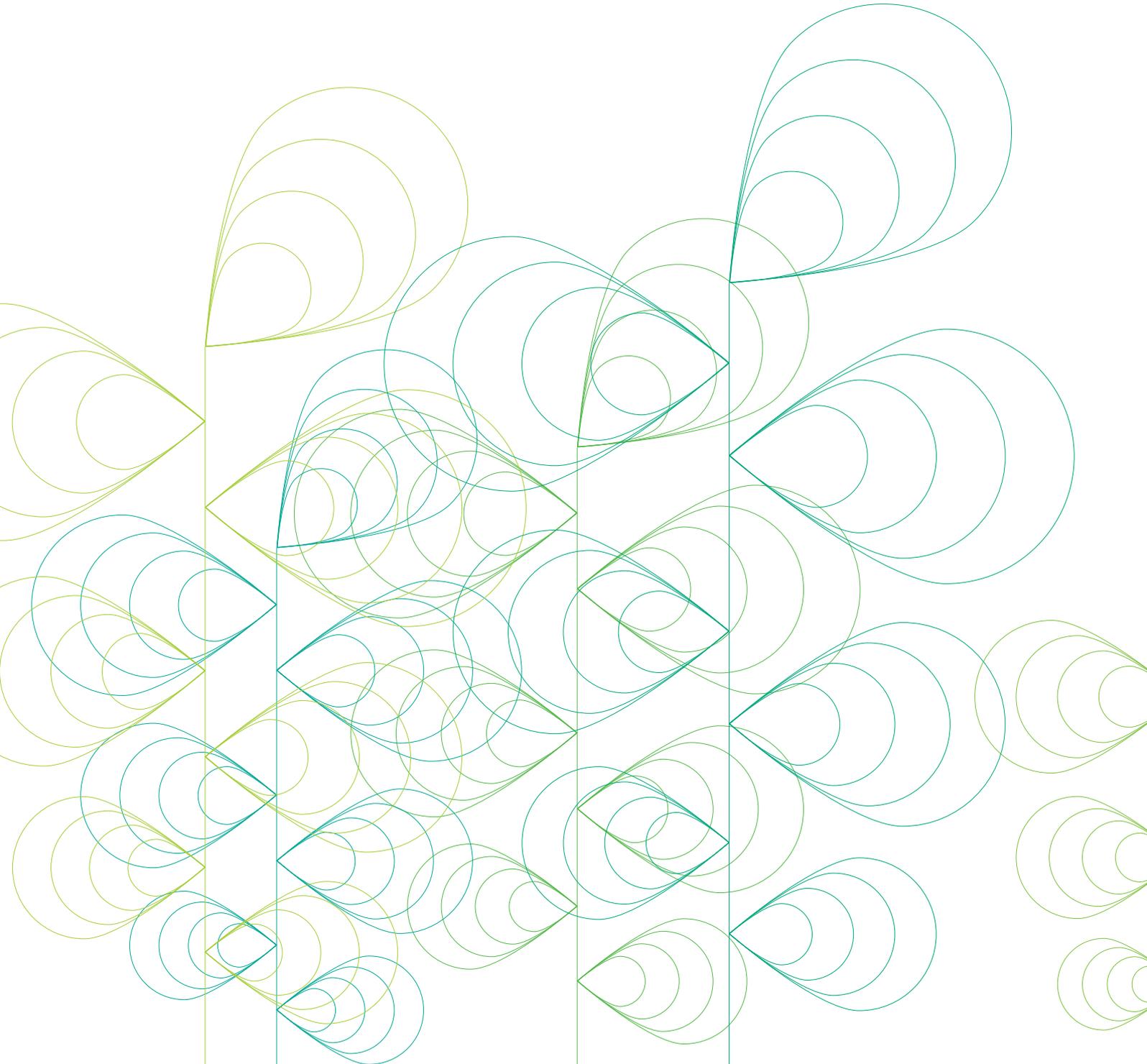




Sustainability Report 2010

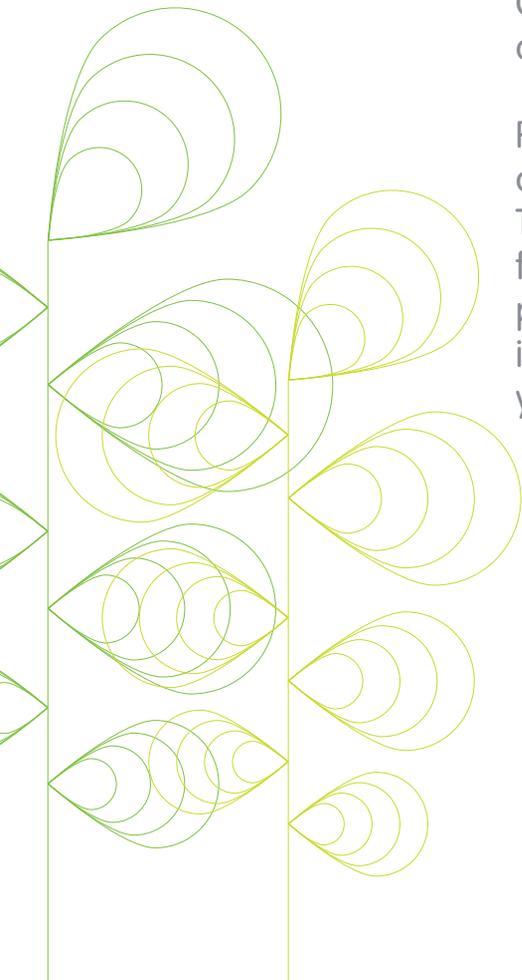


the power of the drop
THE ENERGY TO TRANSFORM

About this report

This report is RasGas' second annual sustainability report. It describes activities in the calendar year 2010 and provides an account of actions and performance data relating to a range of business, economic, environmental and social issues which make up our sustainability performance. It has been prepared in accordance with recently issued guidelines on sustainability reporting from Qatar Petroleum, which adopts guidance specific to the oil and gas industry prepared by the International Petroleum Industry Environmental Conservation Association (IPIECA), and cross-references the Global Reporting Initiative (GRI). Further detail on our approach to reporting is provided within the report.

RasGas was proud to be the first Qatari energy company to issue a sustainability report, in 2009. This report builds on that foundation to provide further information and new perspectives on performance. The report represents a valuable tool in building relationships with stakeholders; we hope you find it of value, and welcome your feedback.



2010 performance against commitments: at a glance

Sustainability issue	Our commitment	Key performance indicators	Performance				
			2006	2007	2008	2009	2010
Management and governance							
Committing to integrity, accountability and transparency	RasGas will maintain the highest ethical standards, achieving full legal compliance and operational integrity in the conduct of its business.	Number of sustainability indicators publicly reported on	-	-	-	24 GRI -	24 GRI 17 IPECA
Achieving operational excellence	RasGas is committed to becoming a world-class global energy supplier striving for excellence. Sustainability represents a key component of our drive for operational excellence.	Liquefied natural gas (LNG) capacity in million tonnes per year	16	20.7	20.7	28.5	37
Strengthening relationships and partnerships	RasGas works with its employees, stakeholders and shareholders to strengthen relationships and partnerships, address mutual needs and improve performance.	Average favourability score (%) from 15 employee survey dimensions (bi-annual)	-	-	75	-	77
Driving sustainability	RasGas works together with all stakeholders to deliver business success, while protecting the natural environment, promoting economic and social benefit, and developing the capability of our people. These goals, which align with the Qatar National Vision 2030, are underpinned by policies, procedures and performance management.	Average number of activities (events/sponsorships) per month	-	-	-	6.3	8.2
Operations							
Protecting the environment	RasGas is committed to managing the environmental impact of its operations and conducting its business in a manner that protects the environment. It continues to use and develop new technologies that promote energy efficiency.	Total greenhouse gas emissions (CO ₂ equivalent emissions in tonnes)	8.5	9.4	9.3	8.9	16.4
		Nitrogen oxides (NO _x) emissions (kilo tonnes)	19.7	17.8	12.1	9.5	11.8
		Volatile Organic Compounds (VOCs) (kilo tonnes)	4.4	5.5	5.7	5.9	11.1
		Sulphur oxides (SO _x) (kilo tonnes)	9.8	14.3	9.4	12.2	44.6
		Total waste recycled (%)	59	62	62	65	50
Supporting our people	RasGas is committed to outstanding human resource management for the entire workforce, based on a fundamental respect for human rights.	Total workforce (number)	-	2,262	2,669	2,875	2,946
		Qatarization (%)	-	31.1	30.4	31.2	30.5
Ensuring health and safety	RasGas is committed to ensuring the safety of its people and its operations. RasGas is proud of the success of its health and safety approach, and continuously strives to improve its performance.	Number of reported potential incidents per person	22	38	61	65	43
		Total recordable injury rate (TRIR)* (employees)	0.16	0.08	0.03	0.09	0.10
		Total recordable injury rate (TRIR)* (contractors)	0.12	0.18	0.12	0.13	0.16
		Lost time injury rate (LTIR)* (employees)	0.05	0	0.03	0	0
		Lost time injury rate (LTIR)* (contractors)	0.04	0.04	0.01	0.01	0.02
		Lost time injuries (LTI)	11	15	7	7	2
		Fatalities – employees	0	0	0	0	0
		Fatalities – contractors	1	0	0	1	0
		Heat stress incident rate	0.024	0.03	0.009	0.002	0
Behaviour-based safety index (%)	47	86	90	95	93		
Maintaining strong community relationships	RasGas is committed to investing in the society in which it operates, and has provided funds to a wide range of community, environmental, educational, health related and cultural initiatives. The company's Corporate Social Responsibility (CSR) programme provides the structured framework for RasGas' long-term commitments	% of CSR activities that were proactive (i.e. non-solicited)	-	-	-	-	47

*Quoted rates are per 200,000 hours worked

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Foreword

by His Excellency Dr Ibrahim B Ibrahim

RasGas has a clear and unwavering commitment to the goals of the Qatar National Vision 2030, which sets a clear path for the country's future development.

Across all its activities, RasGas is pursuing economic, environmental, social and people-related goals closely aligned with the four pillars of the national strategy.

RasGas has continued to deliver outstanding business results, playing a major part in Qatar's economic growth through its own success and by generating wider economic benefit by providing jobs, opportunities for suppliers, and revenues for government. The company's contribution to the national achievement of 77 million tonnes per annum (Mta) of liquefied natural gas (LNG) production capacity by 2010 cannot be overstated.

Operating safely and demonstrating responsible stewardship for the natural environment are fundamental parts of RasGas' commitment to operational excellence. RasGas is showing that development is possible while simultaneously safeguarding people and the environment.

In its support for increasing the effective participation of Qatari men and women in the labour force, RasGas is taking practical steps to develop the capacity of Qatari citizens by offering them opportunity and building the skills that help them fulfil their potential. The company's Corporate Social Responsibility programme includes commitments to education and health which are integral features of the vision's human development pillar. In its support for communities, the company is showing its commitment to the social development foreseen in the national vision.

In building an enviable reputation for delivering LNG safely, reliably and efficiently to customers around the world, RasGas has continued to demonstrate leadership and innovation. RasGas has set an excellent standard for others to follow – an example now and in the years ahead.

His Excellency Dr Ibrahim B Ibrahim
Economic Adviser to the Emir of Qatar
Vice Chairman of RasGas



RasGas' contribution to the national achievement of 77 Mta of LNG production capacity by 2010 cannot be overstated

Introduction



As we reflect on the achievements of 2010, we can also look forward to the challenges of the future

2010 was a momentous year for Qatar and for RasGas. In achieving the objective of delivering 77 Mta of LNG production capacity, Qatar has not only established itself as the world's leading producer of LNG, but demonstrated clearly that its people have the foresight and determination to achieve things on an extraordinary scale.

As this report makes clear, RasGas' achievements in 2010 do not lie solely in achieving our production capacity target, important though that was. The report outlines the wide range of activities and initiatives we have taken across the whole field of sustainability – on safety and the environment, and in developing our people and caring for our community. The report shows our commitment to meeting our performance goals while operating responsibly, with a high priority given to safety and operational integrity – which have been issues of particular concern in the global oil and gas industry in 2010. The report describes the steps we have already taken and are continuing to take to contribute to Qatar's economy, in the context of national and international challenges relating to supplying the energy that we all need.

RasGas has played a significant role in Qatar's historic success, a role our shareholders, employees, contractors, customers and suppliers can all be very proud of. From managing mega-projects and investments in LNG technology and infrastructure to our world-class safety performance, RasGas has helped Qatar establish itself as a leader in the global LNG market.

As we reflect on the achievements of 2010, we can also look forward to the challenges of the future. Our goal is to maintain our track record of excellent performance and build on it. In doing so, we are committed to working towards the Qatar National Vision 2030, and its four pillars of economic, environmental, human and social development.

We were proud, in 2009, to be the first Qatari energy company to issue a sustainability report. We are equally proud to issue this second report now, as a demonstration of our continuing commitment. Sustainability is a journey. We firmly believe we are on the right path.

Hamad Rashid Al Mohannadi
Managing Director, RasGas

About RasGas

RasGas Company Limited (RasGas) is one of the world's premier integrated LNG enterprises and has an enviable reputation for being a safe and reliable supplier of LNG that has transformed a regional resource into a key component of the global energy mix.

RasGas is a Qatari joint stock company with more than 2,900 employees, owned by Qatar Petroleum (70 per cent) and ExxonMobil (30 per cent). Based in Ras Laffan, Qatar, RasGas operates production facilities to extract, treat, liquefy and export LNG around the world. The company has entered into long-term agreements with customers in South Korea, India, Italy, Spain, Belgium, Taiwan and the United States.

RasGas is a member of the International Association of Oil and Gas Producers (OGP), the International Petroleum Industry Environmental Conservation Association (IPIECA), the British Safety Council, the Qatar Chamber of Commerce, and the International Chamber of Commerce – Qatar.

RasGas has seven LNG trains in operation, with a total production capacity of approximately 37 million tonnes per annum (Mta) of LNG. RasGas also produces liquid petroleum gas (LPG), gas condensate, liquefied helium and natural gas.

RasGas' vision, mission and values

Vision

To be a world-class global energy supplier striving for excellence.

Mission

To develop, produce and sell hydrocarbons from the world's largest non-associated gas field in a safe and environmentally responsible manner for the welfare of the State of Qatar and the satisfaction of RasGas' customers while maximising shareholder value.

Values

- **People:** they are central to our success; we care, listen to and develop our people.
- **Safety:** we protect our people, assets and the environment by upholding high standards for process and safety behaviours.
- **Integrity:** we do business ethically and with integrity.
- **Excellence:** we strive for excellence in all business aspects.
- **General interest:** we are partners in the common interest we share: the success of our company.



Our approach to sustainability

RasGas believes that sustainable practices and business success are indivisible, with a strong commitment to accountability and transparency in its business practices. By applying this sustainability framework to its strategic planning, business and operational activities, RasGas seeks to position itself as a transformative organisation and a driver of change in Qatar.

Our approach to sustainability is linked to the four pillars that underpin the Qatar National Vision 2030. At the core of our approach is a commitment to:

- Improve performance – becoming a more profitable and competitive organisation by increasing the social and economic benefits of our activities and reducing their environmental impact.
- Strengthen relationships – working with stakeholders and shareholders to address mutual needs and, by sound corporate advocacy with regulators, to ensure that regulations supporting sustainable development are practical and capable of implementation.
- Integrity – maintaining the highest standards in all our operations and in the conduct of our business.
- Integrate sustainable practices – by accounting for performance on a quantitative basis, we aim to manage our environmental, social and economic performance in an informed and transparent manner. We seek to be able to demonstrate our success in implementing programmes that meet socio-economic, eco-efficiency and socio-environmental goals.

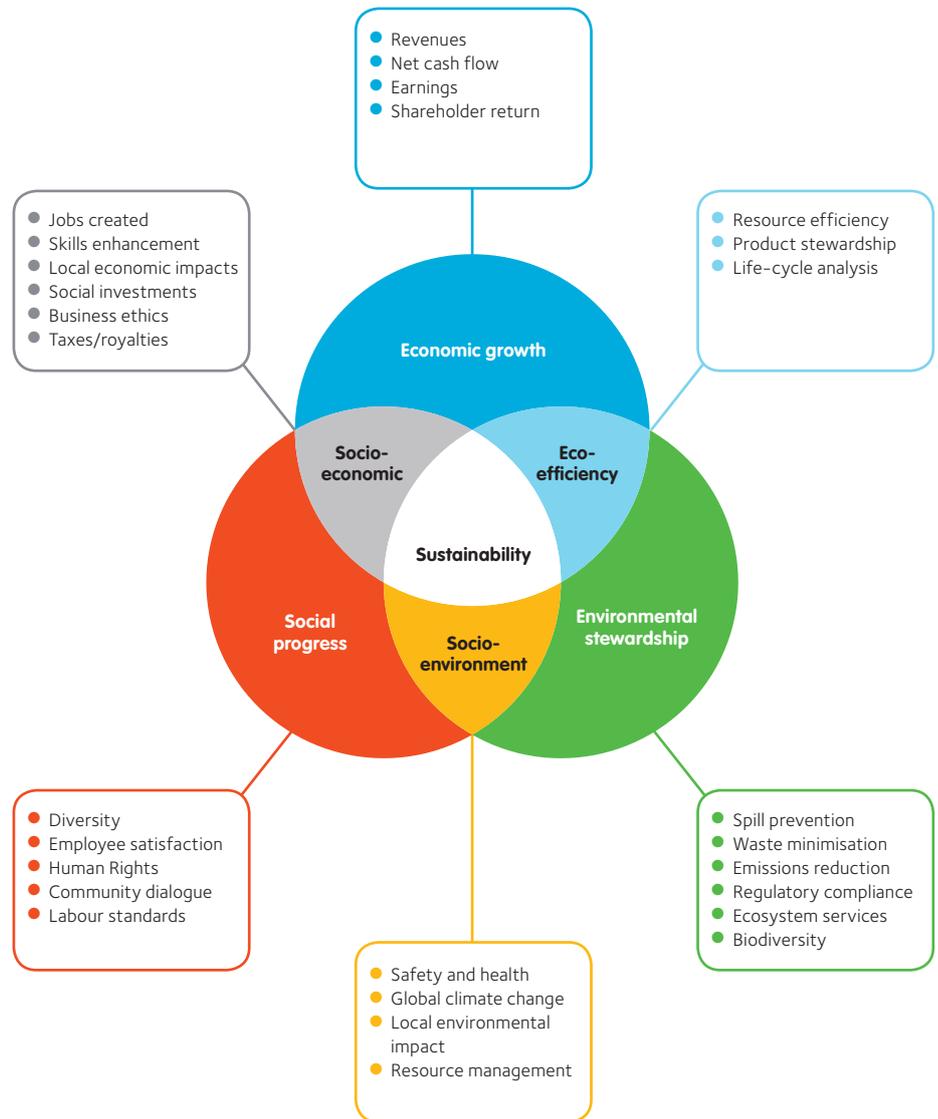


Figure 1. The RasGas approach to sustainability

Source: Oil and Gas Industry Guidance on Voluntary Sustainability Reporting, International Petroleum Industry Environmental Conservation Association (2010)

Stakeholder engagement

RasGas recognises that it is accountable for its performance to all stakeholders and acknowledges that its success depends on understanding stakeholder interests and needs, and finding the most effective responses in collaboration with its stakeholders. The table below lists RasGas' key stakeholders, how they are engaged and their priority issues. It also provides an introduction to how RasGas is responding.

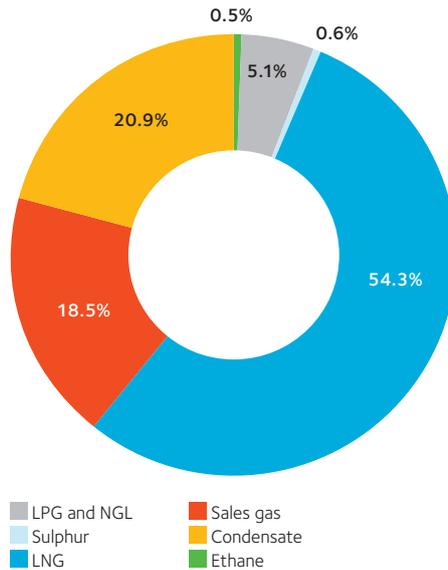
Stakeholder	How we engage with them	Stakeholder's priority issues	Our response in 2010
Regulators and government	Regular meetings. Official visits and audits. Capacity-building events, forums, awareness and training.	Compliance with regulations of the Ministry of Environment, health, safety and environment Regulations and Enforcement Directorate (QP); international treaties; and Ras Laffan regulations.	Development of advanced monitoring systems and processes to ensure compliance, such as environmental regulations and a safety case through our management system, while cooperating on the development of effective safety, health and environment regulations and standards.
Investors/ shareholders	Corporate profile and a range of corporate publications. Regular meetings/Board of Directors meetings.	Highest levels of safety. Minimisation of operating risks. High reliability. Strong financial performance.	Delivery of approximately 37 Mta production capacity. Implementation and training on RGEE and SEVEN TH SENSE management systems. Enhanced risk management including major incidents such as gas releases.
Sister company – Qatargas	Management exchange and cooperation.	Excellent management relationships. Consistent application of operating principles.	Achievement of 77 Mta target.
Customers	Ongoing process through business interactions.	On-time and safe product delivery, of required quality. Long-term business relationships.	Maintain strong customer base through performance; including first deliveries to Argentina, Brazil and Portugal.
Employees	Day-to-day involvement with management such as meetings, presentations, and departmental engagement. Employee development projects.	Safe and healthy working environment. Learning and development. Performance-based evaluation.	Industry-leading personal safety performance. Establishment of six new job families, with development and training. Positive employee climate survey outcomes and actions.
Suppliers	Visits to suppliers and meeting with management. Transparent tendering process.	On-time payment. Long-term and reliable business relationships.	Supply Department and SHE&Q Group work with contractors and suppliers to ensure environmentally responsible procurement.
Community	Collaboration with civil society organisations. Direct interaction with community.	Safety of operations. Local hiring. Reduction of flaring and other operational impacts.	Year of Environment community focus. Improved vehicle safety. Exceeded Qatarization recruitment target. Absolute levels of flaring increased (with new capacity), but decreased per unit volume produced.
Environment	Environmental management system and department. Environmental protection programmes.	Protection of biodiversity and marine life. Minimisation of negative environmental impact.	Active environmental management and protection systems. Established new waste management facility.

Our products and operations

Under the direction of Qatar Petroleum, the national company responsible for all oil and gas industry processes in Qatar, RasGas and its sister company, Qatargas, are responsible for the development of a large concession area in the North Field, covering more than 6,000 square kilometres. By the end of 2010, Qatar had reached its LNG production capacity target of 77 Mta.

RasGas continues to help realise Qatar’s vision of sustainable growth, transforming a national resource into a key component of the global energy mix. In recent years, the company has undergone rapid growth, with the construction and completion of two ‘mega-trains’, each with a capacity of 7.8 Mta, a further large sales gas train and current expansion of its helium production facility. RasGas continues to consolidate its position in the global LNG and helium markets, and is set to become one of the world’s leading helium producers.

Figure 2. Our principal products



RasGas’ corporate structure and main operations

RasGas Company Limited (RasGas) is a Qatari joint stock company established in 2001 by Qatar Petroleum (70 per cent) and ExxonMobil (30 per cent). On behalf of the shareholders, it acts as the operating company for:

Ras Laffan Liquefied Natural Gas Company Limited ‘RL’ Established in 1993 to produce LNG and related products from its two trains: Trains 1 and 2, which each have a capacity of 3.3 Mta.

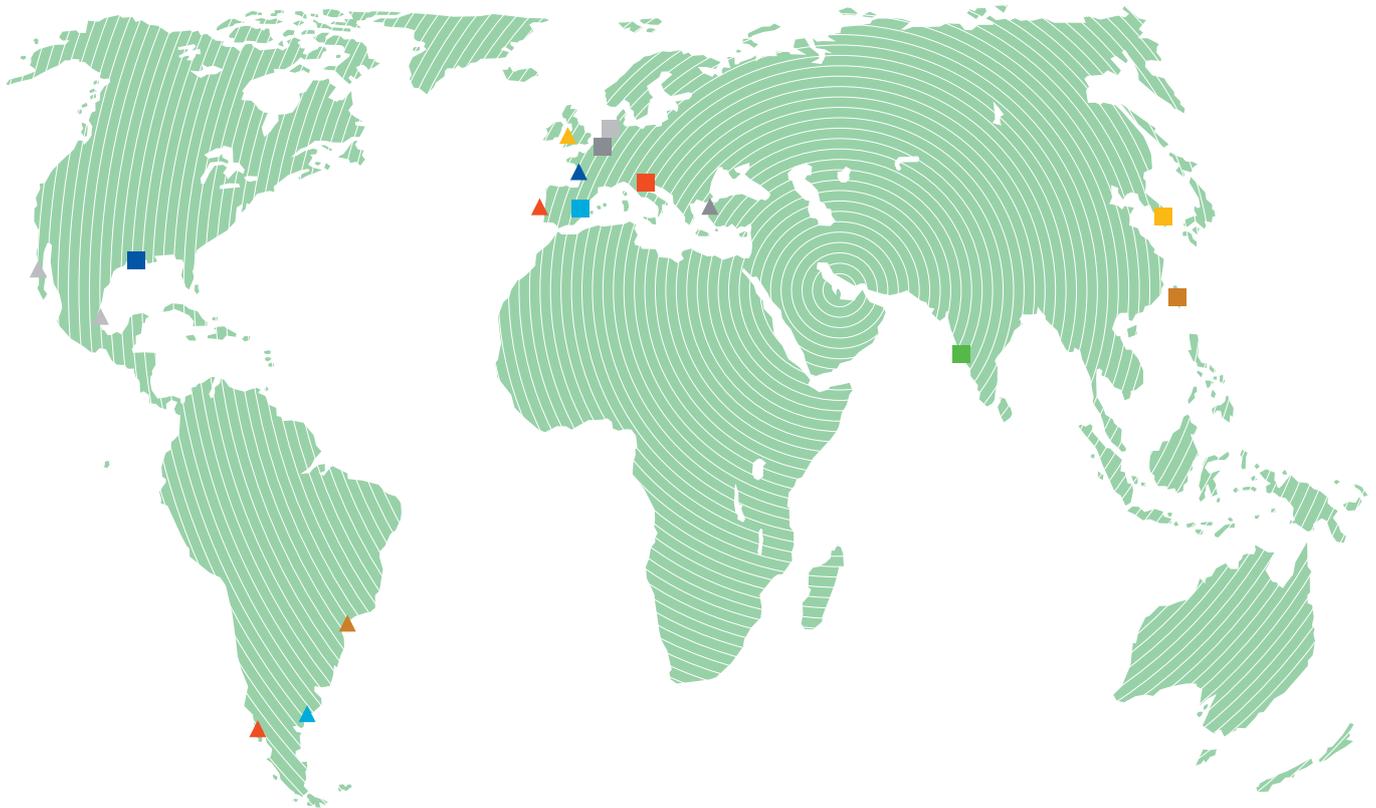
Ras Laffan Liquefied Natural Gas Company Limited (II) ‘RL (II)’ Established in 2001 to produce LNG and related products, RL (II) owns Trains 3, 4 and 5, which each have a production capacity of 4.7 Mta.

Ras Laffan Liquefied Natural Gas Company Limited (3) ‘RL (3)’ Established in 2005 to produce LNG and related products, RL (3) owns Trains 6 and 7, which each produce 7.8 Mta.



Our customers

RasGas has a diversified portfolio of long-term and short-term customers and a diversity of markets it supplies into.



Long-term LNG customers

- KOGAS (South Korea) 4.9 Mta over 25 years and 2.1 Mta for 20 years
- Petronet LNG (India) 7.5 Mta to India's first operational LNG terminal, at Dahej in Gujarat
- Edison Gas (Italy) 4.6 Mta for 25 years, received at a new offshore terminal in the Adriatic Sea
- CPC (Taiwan) 3.1 Mta for 25 years
- EDF Trading (Belgium) 3.4 Mta for 4.5 years
- Endesa Generación (Spain) 0.8 Mta for 20 years
- ExxonMobil (USA) 7.8 Mta for 25 years
- Distrigas (Belgium) 2.1 Mta for 20 years

RasGas market reach – short-term LNG customers

- ▲ Turkey
- ▲ Chile
- ▲ Argentina
- ▲ France
- ▲ United Kingdom
- ▲ Mexico
- ▲ Portugal
- ▲ Brazil

Governance

Governance structure

Day-to-day management, direction and operation of RasGas is ultimately the responsibility of the Managing Director. In consultation with the Board, all decisions affecting the future of the business are taken by the Managing Director, who has the authority to select personnel for the organisation using direct hires, secondees or contractors.

Board members are appointed by the shareholders and remunerated by the General Assembly. Compensation of senior managers is performance-linked. His Excellency The Chairman and His Excellency The Vice Chairman are non-executive members of the Board, and provide the highest governance body.

The Board of Directors reviews and approves all new RasGas projects, as well as budgets. The Joint Venture Agreements and the Articles of Association ensure that Board members avoid any potential conflicts of interest.

Regular Board meetings are held, at which shareholders and senior management have the opportunity to offer recommendations and communicate with the Board. The management's performance is evaluated at quarterly reviews. The Board has created a number of committees to focus on specific corporate governance areas. For example, it has adopted an audit charter that allows its Audit Committee to oversee the effectiveness of the audit process and corporate governance on RasGas' business projects.

Seeking continuous improvement

Through its management systems, RasGas strives continuously to improve in all its activities, and has developed and implemented a number of programmes, from enhanced business integrity controls to strengthening its safety, health and environment processes and procedures.

Sound internal controls enable risks to be managed, company assets to be safeguarded, and shareholders' investments to be protected

The internal controls framework

The RasGas internal controls framework exists to make sure that business is conducted in a disciplined way in accordance with laws and regulations and RasGas policies, guidelines and financial authorities. Its aim is to mitigate business risks to acceptable levels. A sound framework and system of internal controls assists compliance and reliable reporting and enables risks to be managed, company assets to be safeguarded, and shareholders' investments to be protected.

The control framework comprises six main components which work together to ensure we maintain an effective controls environment.

At the heart of the framework are our business conduct policies. These define requirements for the conduct of company business and include policies on topics such as ethics, conflicts of interest, information and disclosure, gifts and entertainment, harassment and intimidation in the workplace, and other challenges that might occur in the work environment. They are applicable to all employees and secondees. Employees must declare each year, in a formal certification process, that they understand their responsibility to comply with the policies.

Our basic Standards of Control set out management principles, concepts and standards for an effective system of control. While their emphasis is on financial and accounting matters, the standards are all-embracing and prescribe the minimum controls that should be embedded in policies and procedures.

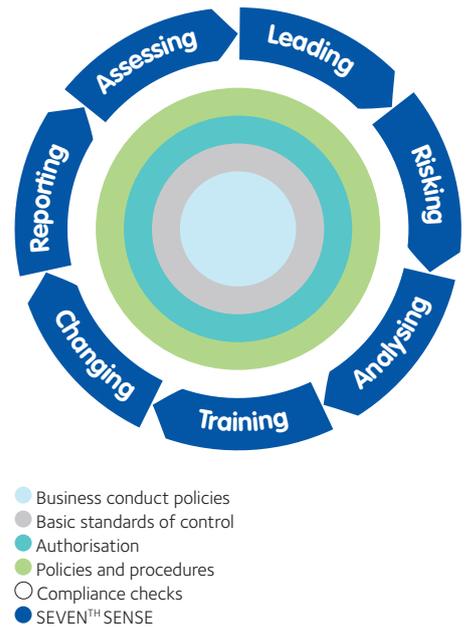
A system of authorisation, in which delegations of authority and the limits of financial authorities are set out, ensures clear accountability for financial transactions and effective decision-making.

Policies and procedures describe what should be done and how to follow our business processes, and form an integral part of each employee's day-to-day activities.

Compliance checks through audit and self-assessment are built in to evaluate the effectiveness of the control framework and drive continuous improvement. Audits are performed both by the Internal Audit team, which reports to the RasGas Board, and bi-annually by the shareholders' audit teams. Self-assessments are to be conducted at the midpoint of the audit cycle and are performed by knowledgeable people from within the same group.

SEVENTH SENSE, the final component, is an 'umbrella' management control system that ensures controls are proportionate to risk and allows management to evaluate the effectiveness of the whole framework.

Figure 3. Internal controls framework



SEVENTH SENSE

In 2010, RasGas continued its implementation of SEVENTH SENSE to identify and manage business, financial, regulatory and reputational risks. The system is designed to focus attention on high-risk business processes. It provides a structured and consistent approach to assessing risk, identifying gaps in controls, checking compliance with policies and procedures, and reporting issues of concern to management.

It contains seven elements:

- Management leadership, commitment and accountability
- Risk assessment
- Business process analysis and improvement
- Training and development
- Management of change
- Reporting and resolution of control weaknesses
- Self-assessment

The SEVENTH SENSE system complements the existing RasGas Elements for Excellence (RGEE) operations integrity system.

RGEE: operations integrity

RGEE is a systematic, structured and disciplined approach to the control of operations integrity risks inherent in RasGas' business. It works to mitigate the risks in areas such as:

- Project execution
- Information and documentation
- Personnel health and safety
- Process safety
- Operating procedures
- Management of change
- Contractors and third-party services

The thinking behind RGEE is that risks can be minimised by a systematic risk assessment approach and management techniques. Effective leadership is vital, as are commitment and accountability. Accordingly, RasGas managers from the highest level down are charged with visibly supporting and leading RGEE.

RGEE system elements	
1	Management leadership, commitment and accountability
2	Risk assessment and management
3	Facilities design and construction
4	Information/documentation
5	Personnel and training
6	Operations and maintenance
7	Management of change
8	Third-party services
9	Incident investigation and analysis
10	Community awareness and emergency preparedness
11	Operations integrity assessment and improvement

RGEE addresses all aspects of RasGas' business with underlying principles and a set of expectations. Key focus areas include managing interfaces, process safety, regulatory compliance, stewardship of actions to closure, and embedding lessons learned from incidents.

RGEE has provided the organisation with a means to carry out its businesses safely, efficiently and cost-effectively, to enhance technical integrity, and to share best practices within Qatar.



RGEE Academy

In 2010, we carried out an internal assessment against each of the 25 systems under the 11 RGEE elements, involving interviews with managers supplemented by field verification. The evaluation resulted in a report for the Managing Director, which set out recommendations for continuous improvement for the next five years.

We also developed final plans for a RGEE Academy in 2010, which has now been launched. The academy provides a structured and sustainable approach to helping our workforce at all levels understand that RGEE is 'the way we work' at RasGas. It addresses the need for the entire organisation to understand that RGEE is the strategic enabler to drive improvements in asset integrity, and in personal and process safety. It also seeks to make RGEE easier to understand, so that line managers can execute processes and procedures more effectively, and to emphasise the importance of interfaces required between people, processes and systems to drive the necessary improvements. The establishment of the academy reflects the fact that safety is a core value in RasGas, and that we are continually looking for ways to achieve the goals and commitments within our policy.

The academy programme has three levels, with courses targeting senior level leadership, line managers and supervisors and a foundation course for all staff. Courses cover a wide range of topics including process safety, performance management and contractor controls, and personal and process safety awareness.

RGEE in practice

"RGEE system 6-2, on maintenance procedures, is used offshore to identify, develop and implement the correct procedures to carry out each and every maintenance job in a safe and efficient way. It has become a part of everyday life as we do the maintenance on board RasGas Alpha. This system encompasses all maintenance under the control or direct supervision of RasGas personnel. It addresses maintenance procedures at RasGas-operated installations, services supporting those installations, and other functions providing operations integrity."

Manuel Biju

Lead Mechanical Technician (Offshore)



Safety, Health, Environment and Security Policy

The Safety, Health, Environment (SHE) and Security Policy is approved by the Managing Director. The RasGas SHE & Quality Group is responsible for providing the tools to create a healthy and safe working environment for all employees and contractors, including the protection of all RasGas personnel, assets and property, maintaining business continuity and ensuring emergency response. The Managing Director is ultimately responsible for performance and meeting targets. However, everyone is responsible for safety and security in a culture that strives to prevent any harm to people or damage to the environment.

RasGas sets clear objectives and accountability for performance against its SHE and Security Policy and its Quality Policy, described below. Measurement and reporting are required, as is benchmarking against comparable organisations.

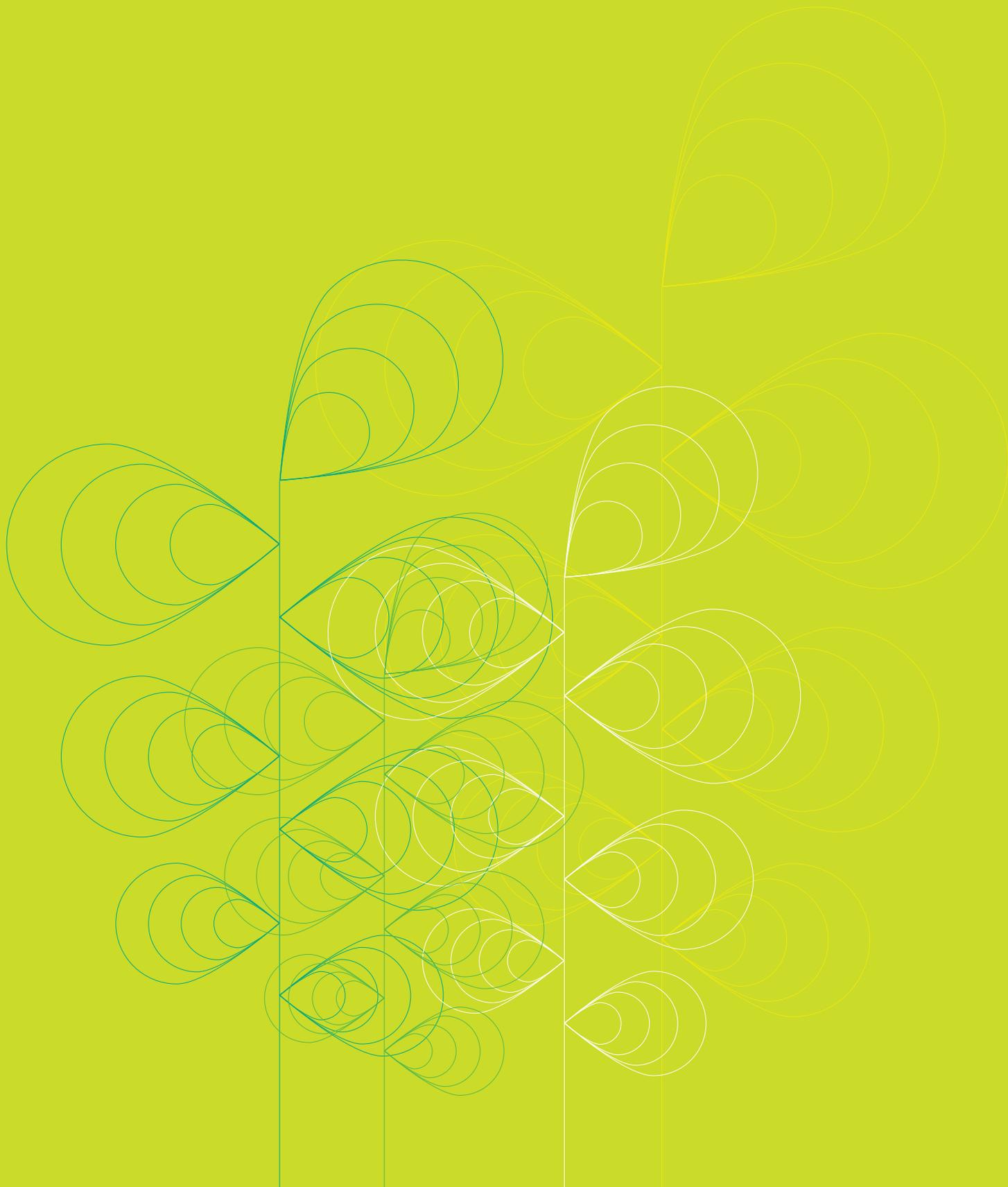
The SHE and Security Policy is implemented through the RGEE management system, which has been certified to International Standard OHSAS 18001:2007 and upgraded to ISO 14001:2004. Conformance to these standards is verified annually by inspections and external audits. To date, RasGas has successfully undergone these inspections with no non-conformances and only occasional minor suggested improvements. The RGEE management system enables us to take a rigorous and structured approach to addressing environmental issues, including greenhouse gas reduction, air emissions, waste management, resource use, biodiversity, and public awareness-raising.

Quality Policy

RasGas operates a Quality Management System (QMS) certified to ISO 9001, and has maintained this certification since 1999. The Quality Management System focuses on customer requirements, both internal and external, and helps assure that RasGas' processes and products meet these requirements.

RasGas is committed to comply with the requirements of ISO as a minimum and to continually assess the suitability and improve the effectiveness of the QMS and its supporting systems.





Contributing to Energy Sustainability

The challenge of sustainability has many facets: institutional maturity, social values, educational capacity, economic growth and environmental protection. In every aspect of this challenge, the provision of reliable and clean energy is fundamental. Energy companies worldwide, in seeking to address future energy needs, have a vital role to play. By helping people meet basic needs for heating, transport and light, and by enabling them to become more productive, reliable and affordable energy can improve the health, wealth and standard of living of individuals and entire communities.

However, providing the energy the world needs presents many difficult challenges, including the global concern of climate change. RasGas recognises that the risks of climate change as a result of global warming due to the emission of greenhouse gases (GHGs) is a major environmental concern and that the global energy industry has a central role in tackling it. With fossil fuels projected by the International Energy Agency (IEA) to account for more than half the increase in total primary energy demand to 2030, addressing the risks posed by climate change will require sustained effort for years to come.

A future of rising energy demand

Demand for energy has risen steadily for several decades and continues to grow as worldwide populations increase and economies expand. The IEA's *World Energy Outlook 2010* projects an increase of 36 per cent in world primary energy demand from 2008 to 2035, even within its New Policies Scenario, which takes account of the policy commitments and plans that have been announced by countries around the world to reduce greenhouse gas emissions and phase out subsidies for fossil fuels. Energy industry projections, such as the recent *Energy Outlook* from ExxonMobil and BP's *Energy Outlook 2030*, foresee a similar pattern of growth, again accounting for tightening energy policies to constrain demand and curb carbon dioxide (CO₂) emissions.

The IEA projects an increase of 36 per cent in world primary energy demand from 2008 to 2035

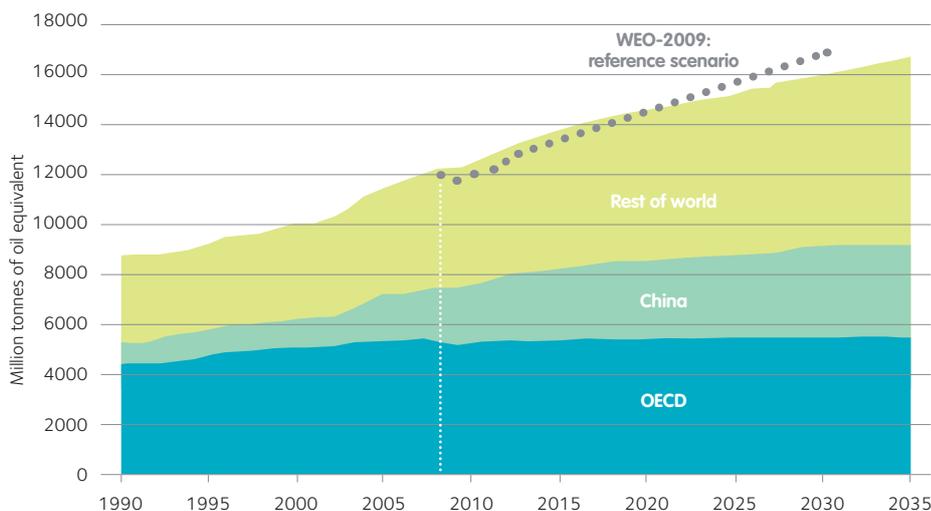


Figure 4. World primary energy demand by region in the New Policies Scenario
Source: World Energy Outlook ©OECD/IEA, 2010

Rapid growth in energy demand in developing economies

Meeting growing demand in a sustainable manner is a particular challenge in emerging economies, where rapid population growth and economic development drive demand. IEA and energy industry scenarios state that most of the increased need for energy in the decades ahead will come from non-OECD countries. According to the IEA's New Policies Scenario, non-OECD countries will account for 93 per cent of the projected increase in demand for primary energy, reflecting greater rates of economic industrial activity, population expansion and urbanisation.

Meeting the world's energy needs

It is clear that the world will need tremendous investment over decades to reduce its reliance on fossil fuels. Part of this can come through substantial gains in energy efficiency and part through new technologies to provide lower-carbon and renewable forms of energy. However, the forecast is that fossil fuels will still be the dominant form of energy in the future and that gas will need to play an even stronger part. Figures 5 and 6, from BP's *Energy Outlook 2030*, show that demand for natural gas will increase significantly and it is expected to be the world's fastest-growing fossil fuel source of energy over the next couple of decades. Figure 6 shows that gas will equal coal and oil in supplying the world's needs.

Qatar is the world's largest holder of gas reserves after Russia and Iran, and is therefore in a strong position to support the increased demand for gas. The giant North Field, discovered in 1971, is now known to contain 900 trillion standard cubic feet of natural gas, approximately 10 per cent of the world's natural gas reserves. To meet the growth in global demand for LNG, Qatar has accelerated development of the North Field and today supplies customers worldwide, in Asia, Europe and the Americas. The significance of Qatar's energy resources continues to grow, as does the part played by RasGas in extracting and distributing those resources. In this way, Qatar and RasGas will help to address another significant energy challenge – that of energy security.

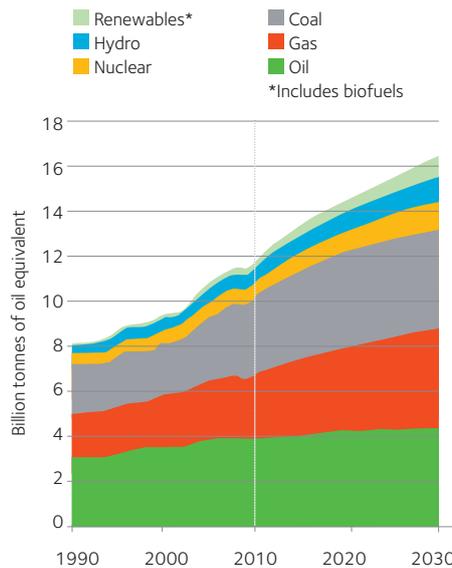


Figure 5. Shares of world primary energy demand
Source: BP Energy Outlook 2030

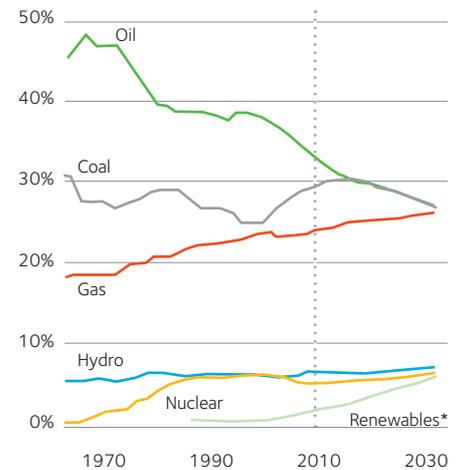


Figure 6. Shares of world primary energy supply
Source: BP Energy Outlook 2030

LNG: transitioning to lower carbon energy

Part of the positive contribution Qatar is making derives from the characteristics of LNG, RasGas' principal product. Within an environment where demand for fossil fuels will continue to rise, demand for LNG is projected by the IEA *World Energy Outlook 2010* to grow particularly strongly, with well over half the growth in traded gas. LNG and renewables together are expected to be the fastest growing fuel sources in the next two decades.

This growth in demand relates to the practical benefits and environmental advantages of LNG. While it has a carbon footprint (in common with other fossil fuels), LNG is cleaner burning. This means that it has lower carbon emissions per unit of heat generated than coal and oil. It also produces significantly lower levels of localised pollutants, such as sulphur dioxide and other airborne particulates, than other fossil fuels.

Although LNG has inherent advantages, realising them and delivering these quantities of energy to the market has required, and will continue to require, a clear strategy and operational excellence. In addition, customers using LNG can further reduce their future carbon footprints through improved technologies to gain higher efficiencies in power generation such as co-gen plants. Other options, such as carbon capture and storage, can also play a role in appropriate circumstances.

The challenges facing Qatar

There is no doubt that gas is playing, and will continue to play, a major role in Qatar's prosperity for decades to come. But even this creates challenges. The complexity of promoting economic development while addressing environmental and social concerns faces countries worldwide, but the issues are of clear and central importance in Qatar. The country's unprecedented rate of development, which has seen it enter the top 20 per cent of socially developed countries worldwide, with the world's highest per capita gross domestic product (GDP), has been based on oil, gas, petrochemicals and heavy industries. By virtue of its small population, rapid industrial expansion also means that Qatar has the highest per capita GHG emissions of all the countries in the world – 12.1 metric tonnes per person – with the majority of these emissions coming from the oil and gas industry. Even though the country's

emissions represent only 0.2 per cent of the global total, this is recognised by the Qatar government as a serious issue, where action is needed nationally and regionally. As also acknowledged in the *Second National Human Development Report* produced by Qatar's General Secretariat for Development Planning, risks and vulnerabilities to Qatar, such as flooding and loss of land area, may arise due to changes in temperatures, precipitation levels and sea water levels in the Arabian Gulf.



The Qatar National Vision 2030

The Qatar National Vision 2030 (QNV 2030), with its four pillars of human, social, environmental and economic development, provides a clear strategy for tackling these issues in a balanced manner over the next two decades. The Qatar National Development Strategy 2011–2016 sets out some important first steps.

QNV 2030 foresees the creation of world-class education and health systems that provide all citizens with opportunities to realise their potential. Social development is founded on strong family values and an effective social safety net for all Qataris, so that they have an adequate income to maintain a dignified life. The economic development pillar foresees the responsible and strategic use of hydrocarbon resources so that they benefit the current generation and those that follow. Environmental development will lead to a more environmentally-aware population as Qatar seeks to balance environmental protection with the needs of economic development.

RasGas: making a major economic contribution to Qatar

RasGas can continue to contribute to Qatar’s development. Doing so is built into the company’s mission – ‘to develop, produce and sell hydrocarbons from the world’s largest non-associated gas field in a safe and environmentally responsible manner for the welfare of the State of Qatar and the satisfaction of RasGas’ customers while maximising shareholder value’ – and is evident from the company’s performance.

Delivering on production targets

RasGas’ track record of achievement is strong, from the establishment of the company in 1993 through to the creation of a world-class production company operating seven LNG trains by 2010. In February 2010, RasGas Train 7 produced its first LNG, a defining moment in Qatar’s development as a gas-producing and exporting country. The new operations at the seventh natural gas liquefaction train increased the company’s total production capacity to approximately 37 million tonnes per year (Mta) and placed Qatar in a position of undisputed leadership in world LNG. Today, the significance

“Seventy-seven million tonnes of LNG per annum to the world is a marvellous achievement,” said His Excellency Abdulla Bin Hamad Al Attiyah, the Deputy Premier and the Minister for Energy and Industry and Chairman of Qatar Petroleum at the time of the 77 Mta celebration. “Its resources will make a significant contribution not only to Qatar’s economy, but also to our educational innovations and the aspirations of the Qatari people. It underpins our health sector and our infrastructure, aids our economic development and enhances our knowledge base, along with our technological advancements and the richness of our culture. It is the vision of His Highness the Emir that we use our natural gas resources for the benefit of the country. Today His Highness’ vision becomes a reality.”

of Qatar’s energy resources, and of the part played by RasGas in extracting and distributing those resources, continues to grow.

This production milestone contributed to the achievement of another long-planned objective, met in December 2010: a national LNG production capacity of 77 Mta. To dominate such a fast-growing part of the global natural gas industry is a remarkable achievement. RasGas continues to help realise QNV 2030, transforming a national resource into a key component of the global energy mix and mitigating the growth of greenhouse gases.

Train 7 has increased the company’s total LNG production capacity to approximately 37 Mta



Environmental Development

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



Human Development

Development that expands the opportunities and capabilities of all the people of Qatar to enable them to sustain a prosperous society.



Social Development

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



Economic Development

Development of a competitive and diversified economy capable of meeting the needs of, and securing a high standard of living for all its people for the present and for the future.

Generating revenues for the state and local enterprise

In fulfilling its mission, RasGas generates billions of dollars in revenue from the sale of natural gas and associated products. As a joint venture 70 per cent owned by Qatar Petroleum, whose overall objective is 'to maximise our contribution to the national wealth of the State of Qatar, through the safe, efficient and environmentally acceptable exploitation of Qatar's hydrocarbon reserves and through related activities', RasGas makes a significant contribution to national well-being. Official government statistics show that Qatar's natural gas industries represented 32 per cent of gross national product in 2009, two-thirds of which was generated by RasGas' activities.

RasGas supports local enterprise by buying a wide range of goods and services from local businesses. Our corporate procurement policy includes the requirement to give preference to the purchase of goods and services from local sources, subject to certain provisions.

Projects such as Barzan are providing Qatar with the energy for continued domestic growth

Helping to meet domestic energy demand

RasGas already contributes to meeting domestic electricity demand by operating the Al Khaleej Gas project on behalf of the State of Qatar, Qatar Petroleum and ExxonMobil. This contribution is set to increase with the recent signature of agreements to confirm the Barzan Gas Project, a joint venture project between Qatar Petroleum and ExxonMobil, which will play a major role in meeting Qatar's future demand for domestic gas. RasGas is managing the construction of the new plant and will operate it when complete. Projects such as Barzan are providing Qatar with the energy for continued domestic growth and more, powering major global events such as the FIFA 2022 World Cup. The project is a significant step forward in Qatar's industrial and human development, in line with QNV 2030.

Supporting broader development goals

RasGas has set its human and social development focus on advancing quality of life in tandem with access to educational, health and safety systems, as well as increasing the effective participation of Qataris in the labour force. More information about RasGas' contribution to social development is provided in the Community Engagement and People sections of this report. RasGas' management systems and priorities reflect the company's desire to ensure that Qatar's people are experienced and positioned to manage today's growth and expansion, capitalising on opportunities to lead tomorrow's developments.

A long-term contribution

The company's continuing role in the economic growth of Qatar is clear. Gas is expected to be the world's fastest-growing conventional source of energy in the next two decades, and Qatar's vast natural gas reserves drive the national economy. The challenge lies in continuing to develop the country's abundant natural resources to foster widespread economic and social benefit, while simultaneously pursuing a programme of social evolution and economic diversification.

An equal challenge is protection of the local environment. RasGas invests in emissions-reducing technologies, monitors and protects local biodiversity and recognises the need for waste recycling. From policy making to operations, RasGas has shown a commitment to minimise environmental impact and maintain long-term stewardship of natural resources. Through its approach and activities, RasGas is playing a major part in meeting these challenges.

Safety and Health

RasGas has maintained a determined focus on accident prevention and a drive to improve operating practices that have made the company an industry leader in safety performance.

In this section, we:

- Summarise our management approach and commitment
- Review our personal and process safety performance in 2010
- Provide benchmarking information on our performance against others in the industry
- Outline important elements that drive the creation of a positive safety culture, such as 'near miss reporting'
- Highlight safety training initiatives undertaken in 2010
- Review initiatives that protect the health and well-being of our workforce

Management approach

RasGas is committed to safeguarding human safety and health, protecting the environment, and ensuring the security of its assets. RasGas' work locations range from offshore installations to onshore LNG facilities to city-centre offices. The health and safety challenge is substantial, but our steady focus on accident prevention and improving operating practices has made the company an industry leader in safety performance.

Safety is one of our five core values (see page 7). It is of paramount importance at RasGas, whether in day-to-day operations or special projects. Our company-wide target of zero lost-time injuries (LTIs) continues to drive better safety performance for every RasGas team every day. This applies to contractors as well as employees. The safety value is embodied in the company's Safety, Health, Environment (SHE) and Security Policy, which provides the high-level framework for detailed standards and procedures of the safety management system, which are integrated within the RasGas Elements for Excellence (RGEE; see page 15). The RGEE management system has been certified to international safety management system standard OHSAS 18001:2007. The system also includes procedures relating to the design, construction, operation and maintenance of facilities. A commitment to best practice and continuous improvement is central to the company's policy and management system.

For many years, managers within the oil and gas industry have collectively directed their companies to reduce and eliminate incidents involving workplace hazards. This is referred to as 'personal safety' because it relates to the daily occupational risks to employees and contractors, such as the risk of falling from heights or cutting themselves. Despite great success in reducing these types of incidents, the oil and gas industry has recently experienced much more severe 'major incidents'. The Macondo oil field deepwater blow-out in 2010 tragically resulted in 11 deaths, many injuries, rig destruction and a massive release of crude oil into the Gulf of Mexico environment for 87 days. A year before, in Australia, the Montara oil field blow-out released oil for 78 days off the Kimberley coast. While such events are historically rare and neither incident related to RasGas or any of its partners, the industry as a whole recognises that all companies must do everything they can to minimise the risks that can lead to such catastrophes by learning from them.

For this reason, RasGas, in common with other leading companies, has maintained its priority on personal safety but has increased its focus on 'process safety' – the systematic approach to preventing events with the potential for fires, explosions and major spills – to make certain that its facilities have high integrity, that procedures are robust and that plant operators are ever-vigilant.

We will not be satisfied until we consistently meet our target of zero lost-time injuries

Performance monitoring

We monitor our performance against a range of personal safety indicators and a number of recently established process safety indicators. Our safety performance indicators include traditional lagging indicators (such as lost-time incidents and total recordable injury rate) and leading indicators, many of which were new in 2010. We use lagging indicators to understand past performance and trends, and leading indicators to test the strength of our controls and to encourage good safety behaviour. For example, we monitor the number of safety observations and near-miss reports as leading indicators, because these reduce risk, by giving us a good indication of the strength of our safety culture, and help us remove hazards from the workplace to prevent an injury from occurring.

Personal safety

We are pleased to report that we suffered no fatalities in our operations in the course of 2010. This performance was achieved while working a total of more than 28 million hours. The total hours worked in 2010 were considerably lower than previous years, when a much larger workforce was present on our Ras Laffan facility as the projects to bring Trains 6 and 7 on stream were completed.

Unfortunately, two lost-time injuries occurred in 2010, both of which affected members of our contractor workforce. This compares to seven of these more serious injuries per year, in both 2008 and 2009. A total of eleven incidents resulted in a worker being unable to perform his or her work fully for a period following the injury (known as a restricted work case), and eight further incidents in 2010 resulted in the need for medical treatment. As reported below, this is leading performance for the upstream industry. However, we will not be satisfied until we consistently meet our target of zero lost-time injuries, and even then we will strive to have a workplace where no injuries occur.

We record and analyse each incident to learn lessons and prevent its recurrence. Our recordable injury analysis shows a high proportion of hand and finger injuries were sustained during 2010. The first aid cases show a similar picture. Hand injury awareness will remain a focus of our attention until these are eliminated.

We compare our safety performance globally against other companies in the upstream oil and gas industry, participating in benchmarking analysis undertaken by the International Association of Oil and Gas Producers (OGP), which collected data from 42 upstream companies in 2010.

Analysis of our performance in 2010 has shown the following:

As table 1 indicates, the number of lost-time injuries and the number of recorded injuries dropped significantly in 2010, which primarily reflected the decrease in hours worked on site with Trains 6 and 7 now constructed and operating. The total recordable injury rate (TRIR) in figure 7 is maintaining a fairly flat but strong performance trend, and is less than half the rate of the average performance across the industry.

The rate of LTIs per million hours worked for employees and contractors has remained low over the past three years, indicating that strong personal safety performance is being maintained. It can be seen from figure 8 that RasGas' rate (at 0.07) is one-sixth of the average industry LTI rate of 0.42 per million hours and that RasGas has been the top performer in the global benchmark in three of the past four years, including 2010 (see figure 9). While we are very proud of this achievement, we will still strive for further improvement.

Indicator	2006	2007	2008	2009	2010
Fatalities (employees)	0	0	0	0	0
Fatalities (contractors)	1	0	0	1	0
Lost-time injuries: entire workforce	11	15	7	7	2
Lost-time injury rate (LTIR): employees*	0.05	0	0.03	0	0
LTIR: contractors*	0.04	0.04	0.01	0.01	0.02
LTIR: entire workforce*	0.04	0.03	0.01	0.01	0.01
Total recordable injuries: entire workforce	32	79	78	67	21
Total recordable injury rate (TRIR): employees*	0.16	0.08	0.03	0.09	0.10
TRIR: contractors*	0.12	0.18	0.12	0.13	0.16
TRIR: entire workforce*	0.12	0.18	0.11	0.13	0.15
First aid incident rate*	0.6	0.47	0.32	0.87	0.77
Heat stress incident rate*	0.024	0.030	0.009	0.002	0
Safety observations per person	22	38	61	65	43
Behaviour-based safety index (%)	47	86	90	95	93
Mandatory safety training compliance (%)	-	-	77	90	92
Number of industrial hygiene audits/inspections	-	-	-	24	36
Hours worked (millions)	52.4	89.1	136.9	104.2	28.6

*Quoted rates are per 200,000 hours

Table 1. RasGas safety performance 2010

Figures 7-9. Performance trends for RasGas versus oil and gas industry average injury rates for 2007-2010

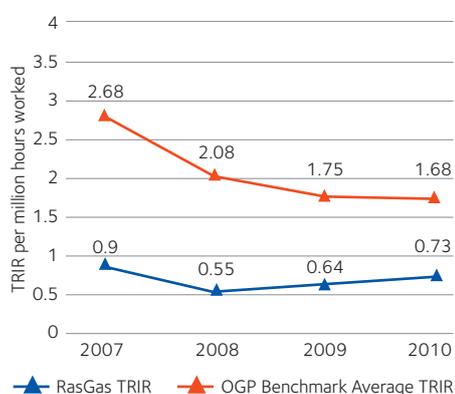


Figure 7. Total recordable incident rate (TRIR)

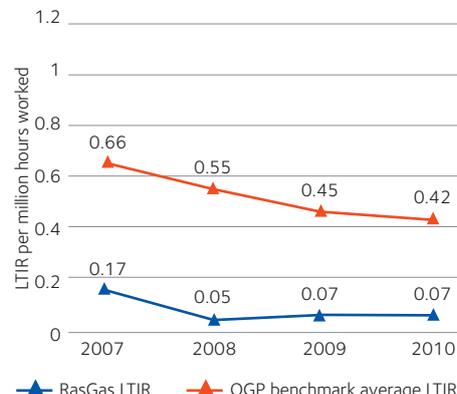


Figure 8. Lost-time injury rate (LTIR)

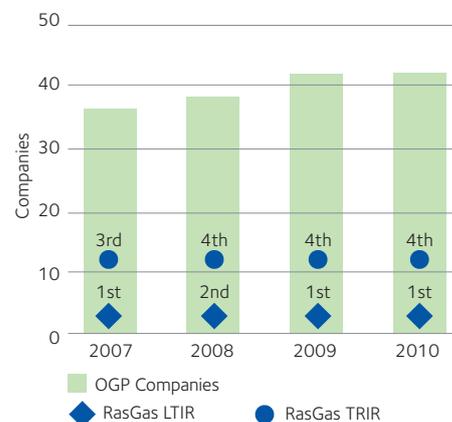


Figure 9. OGP benchmark: RasGas ranking

Source: Safety performance indicators – 2010 data; International Association of Oil & Gas Producers (OGP), May 2011

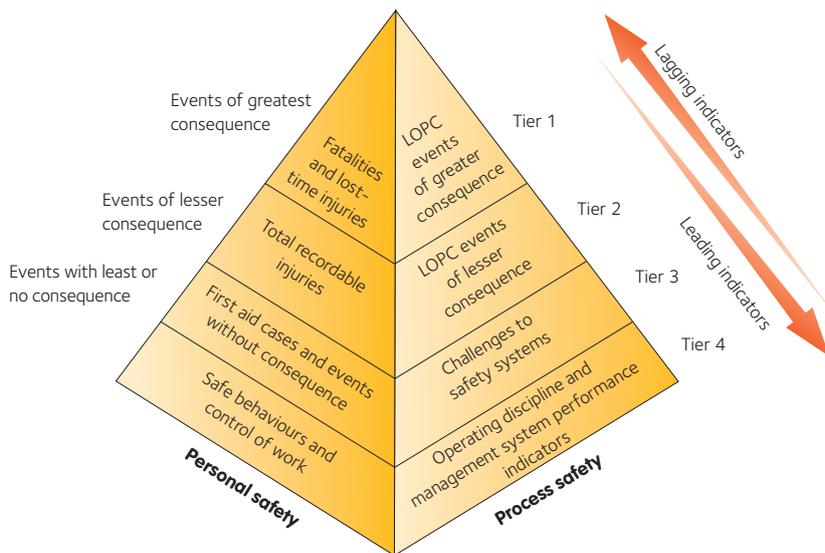
Process safety

Process safety is a disciplined framework for managing the integrity of operating systems and processes for handling hazardous substances by applying good design principles, engineering, and operating and maintenance practices. It deals with the prevention and control of incidents that have the potential to release hazardous materials and energy. In the oil and gas industry, the presence of flammable hydrocarbons is an intrinsic hazard, with the potential to create major incidents that can have significant environmental, social and economic consequences.

Our aim is to develop a strong process safety culture across RasGas in which we analyse incidents from oil and gas industry process safety events and apply the lessons to our own operations.

In the course of 2010, we developed a hierarchy of process safety indicators that not only comply with standards and regulations, but also provide opportunities for best process safety practices. To do this, we reviewed other relevant efforts in the industry, such as initiatives led by the Centre for Chemical Process Safety (CCPS), the American Petroleum Institute (API), and the UK Health and Safety Executive. Our SHE&Q Group Manager chaired the international OGP task force on asset integrity within the upstream industry which introduced the 'four-tier framework' shown in figure 12. For process safety, the triangle addresses loss of primary containment (LOPC, or unintended releases of gas or oil) which is the primary cause of major incidents in our industry. As a result of these efforts, we believe we have made good progress towards establishing a set of leading and lagging indicators that are reliable, consistent, and useful for driving continuous improvement in safety performance.

With this framework in place, we have worked to ensure that the most serious categories of process safety events are reported and investigated formally by the respective functions, with root cause findings shared among line management and incorporated in the respective work processes. In this first year of reporting, we recorded two 'tier 1' and 11 'tier 2' process safety events. The two tier 1 events were both LOPC events involving significant gas releases which resulted from the failure of small bore pipework connections. A thorough programme to check the integrity of all SBC components is underway and will become a permanent procedure in the RGEE management system. The 11 tier 2 events were less severe, but have also been fully investigated to understand what failed and how to prevent recurrence.



A four-tier framework addresses loss of primary containment, which is the primary cause of major incidents in our industry

Figure 12: Four-tier framework, showing the new process safety triangle aligned with the existing personal safety triangle (based on American Petroleum Institute Recommended Practice 754-2010)

To make sure that our actions address the right areas, we have identified key risks, assessed the level of risk, and sought to mitigate process safety risks to a level as low as reasonably practical. We conduct periodic risk re-evaluations. We will continue to build our in-house process safety capability by improving data capture and reporting systems for all types of process safety indicators, especially at the tier 3 and tier 4 levels to align our efforts with emerging industry practice. In accordance with developing national regulation, we will also prepare safety cases for our onshore and offshore facilities.

It is particularly important that the industry learns the important lessons from the offshore deepwater well-control incidents of the past two years, at Macondo in the Gulf of Mexico and at Montara in Australia. While RasGas does not drill in deepwater environments and many of the technical characteristics of RasGas' operations are different, the inherent risks of well-control incidents are recognised. In response, RasGas drilling and completions specialists, in consultation with shareholders, have carried out a detailed review of information about these incidents to check that RasGas' existing controls are appropriate.

Encouraging near-miss reporting

We encourage all those who work for us to be mindful of their own safety and that of others. As part of creating a culture in which safety is foremost in people's minds and where lessons from any events are learned, we promote near-miss reporting – leading indicators of events that did not result in recordable injury, illness or physical damage or environmental damage but which had the potential to do so in other circumstances.

In 2010, we ran a near-miss campaign, launched by the Managing Director, under the slogan 'Don't dismiss a near miss – report it'. The benefits of the campaign were threefold:

- providing insight into potential incidents
- increasing awareness of incident reporting
- providing a means for employees to demonstrate their concern for safety, health and environment, one of the core behavioural competencies assessed during performance appraisals

A number of awareness sessions were held and more than 4,500 employees and long-term contractors attended. Awareness sessions were also run for contractors involved with shutdowns and the fit-out of our new office location. Our near-miss reporting rate increased from 1.1 reports per 200,000 working hours in 2009 to 3.2 in 2010, reflecting the success of our programme in encouraging the reporting of all incidents even if they did not result in harm or loss.

For process safety, near misses are recorded as tier 3 events and typically correspond to either small gas releases (below tier 1 or tier 2 amounts) or unplanned activations of safety systems where the potential for gas releases or other process conditions existed, indicating that a control barrier has failed. During 2011, we plan to introduce a number of leading performance indicators at the tier 3 level for the Ras Laffan plant and our offshore operations.

In-vehicle monitoring systems

Every day, RasGas transports its most valuable asset, its employees, by bus to various facilities. It is vital that the buses are driven safely and maintained in a safe condition.

During 2010, we began to fit the fleet of buses and mini-buses with in-vehicle monitoring systems (IVMS), which are recognised as a valuable tool in making sure that driving behaviour matches appropriate standards. By tracking vehicle mileage and monitoring how the vehicle has been driven (logging instances of excessive speed, hard braking or over-revving, for example), safer driving is encouraged. In addition, the information gathered enables vehicle maintenance to be undertaken precisely when necessary, and the vehicles kept in a safe condition.

During 2010, 198 vehicles were fitted with monitoring units. We plan to install units on another 258 vehicles during 2011.

Safety training

To enhance the safety of our workforce in 2010, we focused attention every month on a different safety topic or risk, such as working at heights or preventing hearing loss. Participation was strong, with more than 34,000 places taken for awareness-raising sessions in 2010.

We also carry out focused training campaigns when necessary on high-risk activities. In 2010, for example, we ran a risk-reduction campaign focusing on activities specific to operational shutdowns, given the need in the second quarter of 2010 to shut down LNG Trains 1, 2 and 5 for maintenance. The campaign, which focused on three hazards the workforce would face – working at height, line of fire, and lifting and rigging – involved the use of ‘Take 5’ cards covering a range of topics and produced in a number of languages. Take 5 is a simple process that encourages the worker to stop for five minutes to assess the hazards in his surroundings and carry out what he needs to do to remain safe before starting the job. The cards were supplemented by a poster campaign in a comic strip format to make the material easily accessible.

We recognise the need to make sure that our contractors, and their contractors in turn, operate to high safety standards, and that their approaches are consistent with our own. We hold monthly meetings with contractors on site and ran three safety forums for contractors in the course of the year. These meetings, which take place in our Ras Laffan facilities as well as offshore and in our projects, provide an opportunity to review safety performance, to examine and learn from incidents, and to share good practice.

We also keep our safety procedures under review, updating and enhancing them where necessary. For example, a ‘no training, no access’ procedure was added in 2010.

Occupational health

RasGas provides dedicated occupational health support which seeks to prevent and respond to workplace health risks. This support includes response to medical traumas and a worker wellness programme, and extends to medical and dental services for employee families.

Noise

Noise exposure can be a hazard to workers in areas of our working environment both on land and offshore. We therefore carry out initiatives to raise awareness of noise stress and monitor exposure to noise among groups of workers in roles identified as having higher than average levels of exposure. We use engineering and administrative controls and personal protective equipment to protect workers from excessive noise, and carry out regular hearing checks by trained occupational health professionals.

Heat stress

RasGas’ operating conditions present unique challenges for securing the health of all its employees. Ambient air temperatures generally average 35 °C between May and September, and relative humidity ranges from 25 to 100 per cent. August is generally the hottest month of the year and creates a potentially dangerous situation for those exposed to the heat. This poses the greatest health risks and a need for heat stress management, especially when Ramadan falls within these hottest periods.

We have developed and applied a work programme designed to reduce the risk of heat-related illnesses (such as heat exhaustion, cramp and heat stroke). The programme posts information on appropriate intervals for work, rest and required amounts of water to drink. This guidance is available to workers in various languages and is based on heat index monitoring, which assesses indicators such as relative humidity and dry

bulb temperature. Monitoring information is communicated by the plant’s public address system, text message, electronic boards, and colour-coded flags which indicate the degree of hazard.

The heat stress prevention programme has been effective for the past five years, during which time the rate of heat stress incidents has been significantly reduced, with no incidents recorded in 2010.

Ergonomics

We have carried out initiatives to raise awareness of the importance of good ergonomics in the workplace. This has not only involved providing guidance on suitable office equipment and workstation posture in office environments, but has extended to evaluation of ergonomic risks in our production facilities, where posture and repetitive tasks can also be important in determining health and well-being.

Food hygiene

RasGas faces a number of challenges in providing safe food and water for its workforce, and on occasion, for their families. These range from maintaining food at the right temperatures when delivered over distances and in environments with high ambient temperatures, to the cultural differences in approaches to food and hygiene which reflect the diversity of our workforce. We have an established procedure governing food and water safety and our catering contractors use approaches that incorporate hazard analysis critical control point (HACCP) concepts, which are commonly used in the food industry.

Environment

RasGas is committed to the Qatar National Vision 2030 and to the long-term stewardship of Qatar's natural resources. The company is proud to have developed a corporate environmental culture in which environmental stewardship is integrated into its processes and behaviours.

In this section, we:

- Set out our approach to environmental management
- Provide information on greenhouse gas emissions and non-greenhouse gas emissions to air
- Describe our approach and performance on waste management
- Outline our approach to the issues of water and biodiversity

Our approach to environmental management

RasGas' commitment to safeguarding human health and safety and to conserving the environment is essential to its long-term success. The company maintains a comprehensive environmental management system (EMS) integrated within RGEE (see page 15) and certified to ISO 14001:2004, the most accepted international EMS standard. Conformance to this standard is verified annually by inspections and external audits. To date, RasGas has successfully undergone these inspections with zero non-conformances and only minor suggested improvements.

RGEE enables RasGas to take a rigorous and structured approach to addressing environmental issues. In the course of 2010, RasGas undertook a range of activities that promote better environmental management in day-to-day operations, as well as carrying out audits that check how well the system is functioning. These included:

- Carrying out an internal assessment of the system using subject matter experts, and completing a separate audit by our internal audit department
- Completing a feedback survey to improve communication with internal waste management customers
- Holding discussions with users of the equivalent management system in ExxonMobil to identify best practices
- Supporting environmental awareness-raising inside the company and beyond through various initiatives under the 2010 Year of Environment plan (see page 55).

Greenhouse gas emissions

Developing a strategic response

In recognition of the long-term importance of the issue of greenhouse gas emissions, as described in pages 20–21 of this report, RasGas has begun to develop a corporate greenhouse gas (GHG) management strategy.

In developing this strategic position, RasGas has taken account of the current and future international framework for GHG management, covering key national and international regulatory and voluntary initiatives. We have also considered the results of competitor benchmarking conducted in 2010. Insights from the work within industry associations (such as the IPIECA climate change working group) and participation in task forces (such as the Ras Laffan Industrial City (RLIC)/Qatar Petroleum (QP) task force on GHG and climate change) have also been fed into the strategy's development. In early 2011, a series of meetings took place to consider the stance of stakeholders, including the Ministry of the Environment, QP and RLIC. We aim to complete the strategy in 2011.

Minimising our emissions

RasGas is taking a number of initiatives to minimise the carbon emissions from its own operations. This includes initiatives in GHG measurement and reporting, emissions reduction and strategy, advocacy and capacity building.

In line with guidelines issued by QP in 2009, we began the development in 2010 of a GHG accounting and reporting plan and prepared for future third-party GHG verification. Implementing the guidelines, which is continuing, poses a number of challenges, such as compiling current practices for GHG emissions measurement, analysis, estimation and accounting, and carrying out process improvements. Our goal in 2011 is to carry out independent verification of our GHG emissions with QP, in line with international standards.

Greenhouse gas emissions (million tonnes)	2006	2007	2008	2009	2010
Total greenhouse gas emissions of CO ₂ equivalent	8.5	9.4	9.3	8.9	16.4
Direct greenhouse gas emissions	8.2	9.0	9.2	8.6	15.9
Indirect greenhouse gas emissions (from purchased electricity)	0.2	0.3	0.1	0.3	0.5
CO ₂ from flaring	2.0	1.4	1.5	1.1	1.4
CO ₂ removal from feed and vented	0.7	0.7	0.8	0.8	2.1
CO ₂ from combustion	5.2	6.6	6.6	6.4	12.4
Total CO ₂	7.9	8.7	8.8	8.3	15.9
Methane (CH ₄)	0.008	0.010	0.010	0.008	0.010
Nitrous oxide (N ₂ O) (tonnes)	359	435	449	432	860
Greenhouse gas intensities					
Tonnes GHG per tonne LNG	0.54	0.47	0.44	0.42	0.51
Tonnes GHG per tonne HC	0.33	0.29	0.27	0.25	0.28
Carbon capture and storage					
CO ₂ injected (mm tonnes per year)	0.72	1.01	1.08	1.10	1.04

Table 2. RasGas greenhouse gas emissions 2006–2010

Source: adapted from Operational Performance Review – RasGas 2006–2010, Shell Global Solutions, Philip Townsend Associates Inc

Our performance

Our GHG emissions totalled 16.4 million tonnes of carbon dioxide (CO₂) equivalent in 2010. The increased level of emissions was primarily due to increased production, with Trains 6 and 7 coming on stream.

We benchmark our emissions with nine other LNG producers by normalising emissions in tonnes as a percentage of the total weight of gas intake from the production reservoir. As shown in figure 13, until 2010, we had achieved an improving trend in our emissions normalised to intake since 2006. While direct GHG emissions as a percentage of intake increased compared in 2010, figure 14 shows that our performance on this measure was better than the industry average, as it was over the previous four years. When compared to the other companies on this measure, RasGas performance was ranked fourth of the ten companies in the 2010 benchmark.

In 2010, our normalised emissions increased slightly because the reservoir feed gas (intake) contains 2 per cent natural CO₂. For Trains 3 and 4 and for Al Khaleej-1 (AKG-1), we capture this gas and re-inject it into a storage reservoir, a technique representing an early form of carbon capture and storage (CCS), described further in the section on gas re-injection below. The same techniques cannot presently be applied to the CO₂ present in the gas processed by Trains 6 and 7 and AKG-2, but technology solutions to address this challenge are being sought in collaboration with Qatar Petroleum.

Acid gas capture and re-injection

RasGas has operated an acid gas injection (AGI) scheme that stores CO₂ and hydrogen sulphide (H₂S), and thereby reduces emissions of CO₂ and sulphur dioxide (SO₂) from production processes. These gases, which are present in the gas feed from the North Field, must be separated from the main gas stream during LNG production to meet product specifications.

About 1 million tonnes per year of CO₂ are re-injected into a saline aquifer in an onshore reservoir formation. The injection of acid gases also eliminates the emission of about 11,000 tonnes of SO₂ each year. The reservoir formation is monitored using state-of-the-art microgravity surveying techniques which were determined to be the best monitoring strategy.

RasGas, together with Qatar Petroleum, is studying the possibility of enlarging injection to include CO₂ from other existing amine units and to evaluate the future opportunities that might arise from this. For example, in 2010, RasGas initiated a feasibility study for CO₂ capture and delivery at the plant boundary.

As the operator of the only AGI facility in the region, RasGas plays an active role in assessing and contributing to the broader development of CCS, which is now widely recognised as having a potentially significant role to play in mitigating GHG emissions. We participate, for instance, in the IPIECA climate change working group, and continue our advocacy effort on CCS issues with regulators, including monitoring the progress of CCS recognition for carbon credits at international level.

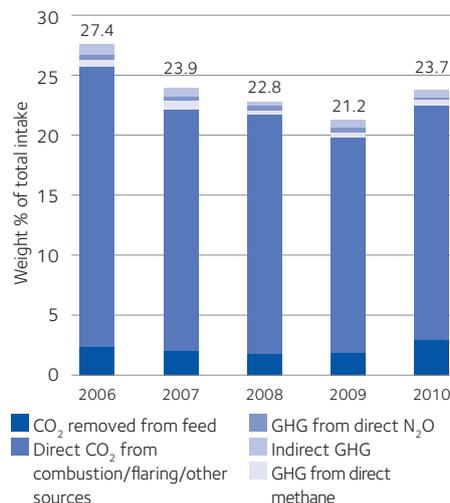


Figure 13. GHG emissions 2006-2010 (all sources) RasGas trend

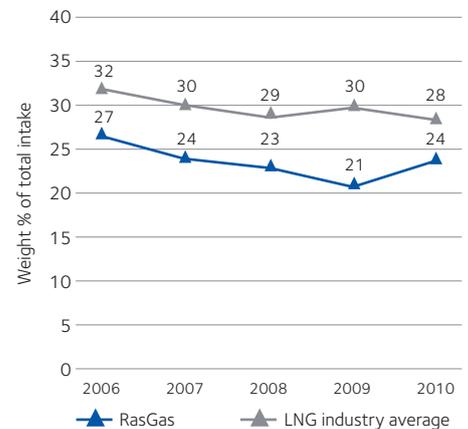


Figure 14. GHG emissions 2006-2010 versus worldwide LNG industry average

Reducing flaring

Flaring of excess gas is one of the most significant contributors to national GHG emissions.

In 2005, RasGas introduced a five-year flare minimisation programme, which was the first of its kind in Qatar. The initiative aligns with Qatar’s goal of reducing flaring and makes a contribution towards the country’s participation in the World Bank-led Global Gas Flaring Reduction (GGFR) initiative, a partnership that seeks to overcome the barriers to reducing gas flaring by sharing global best practices and implementing country-specific programmes. Our approach is to use industry best practices and innovative planning, which includes improved facility designs, new operating procedures and using waste gas for power generation.

Since the programme’s introduction, the RasGas in-house flare minimisation team, which includes process engineers, and specialists from the Environment, Maintenance, and Business Planning departments, has overseen initiatives that have reduced on-site flaring volume by 66 per cent on a per-tonne product basis. In 2010, absolute levels of flaring increased, principally as a result of the start-up and commissioning of LNG Trains 6 and 7, and of AKG-2 gas processing facilities. However, we continued with initiatives to reduce flaring by optimising fuel gas consumption at gas turbine generators, reusing excess fuel gas at the VOC thermal oxidiser, and by using excess boil-off gas generated off site for on-site use in the fuel gas system. Discussions with regulators on a further five-year minimisation plan, from 2011 to 2015, are advancing.

The RasGas flare minimisation team has overseen initiatives that have reduced on-site flaring volume by 66 per cent

Flaring	2006	2007	2008	2009	2010
Flaring % per unit volume of gas intake	0.95	1.03	0.99	0.64	0.47

Table 3. Source: adapted from Operational Performance Review – RasGas 2006–2010, Shell Global Solutions, Philip Townsend Associates Inc.

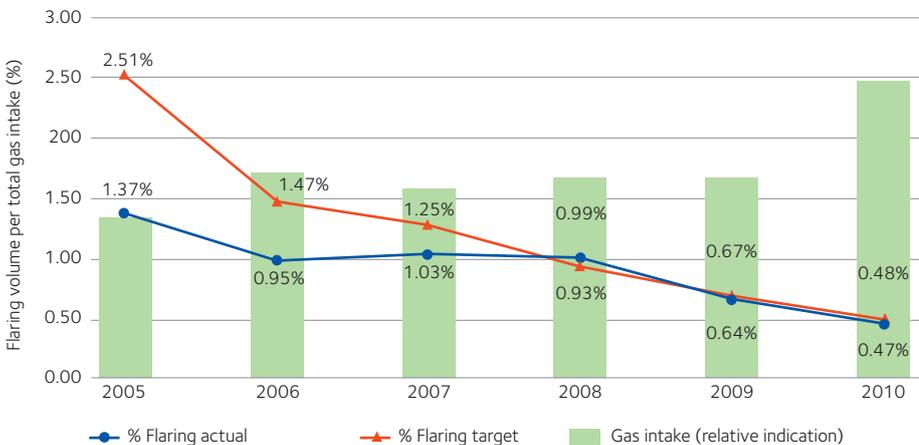


Figure 15. RasGas on-site flaring performance per total gas intake (2005–2010)

Energy use

RasGas generates its own power using fuel gas-driven turbine generators located at the Ras Laffan plant and sources a small proportion (less than 6 per cent) of its energy as imported electricity from the national grid. Most of the energy used on the plant site is for compression and cooling of gases for transportation as well as separation of the intake gas received from offshore operations to produce the RasGas range of products (see page 10).

Our energy use in operations increased in 2010, reflecting the expansion of operations with LNG Trains 6 and 7 and AKG-2. However, we measure performance based on a range of efficiency measures. Similar to the previous GHG measures, the industry benchmark is based on the intake of gas. If RasGas uses less of this intake gas as fuel, then more gas is available as product. In 2010, including the small amount of electricity imported, RasGas operations used the equivalent of 6.9 per cent of the available primary energy in their intake of reservoir gas as fuel or imported electricity. While energy use varies, figure 16 below shows that the overall trend over the past five years is improving and consistently better than the average for LNG producers. Using this same measure, the benchmark comparison with the nine other LNG producers ranks RasGas as the second most efficient company.

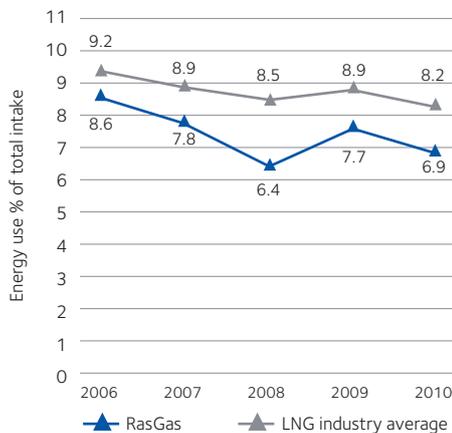


Figure 16. Energy-use benchmark: comparison of energy use between 10 LNG production companies



Non-greenhouse gas air emissions

Air emissions from oil and gas industry operations may contribute to local or regional environmental impacts such as haze, and can affect human health, flora and fauna. These releases include nitrogen oxides (NO_x) and sulphur dioxide (SO₂), emissions released during combustion that contribute to the formation of smog and acid rain. Volatile organic compounds (VOCs) – organic compounds (excluding methane) which vaporise in the atmosphere and may participate in the formation of ground-level ozone – are also emitted.

RasGas has a number of programmes in place to minimise the release of these non-GHG emissions to the atmosphere. These include:

- Retrofitting existing installations with a DLN (dry low NO_x) system to control the release of NO_x from compressor and gas turbines
- Optimising the flue gas recirculation systems that are installed in all steam-generating units
- Implementing a plant-wide leak detection and repair (LDAR) programme to control VOC emissions
- Upgrading the existing continuous emissions monitoring system (CEMS) in Trains 1–5 and AKG-1 for improved monitoring and accounting of emissions

Performance data

Non-GHG air emissions	2006	2007	2008	2009	2010
NO _x in tonnes	19,693	17,796	12,085	9,514	11,810
SO _x in tonnes	9,772	14,342	9,424	12,181	44,633
VOCs in tonnes	4,386	5,549	5,670	5,923*	11,109

In 2009, reporting included CO₂ which was previously excluded.

Table 5. Source: adapted from Operational Performance Review – RasGas 2006–2010, Shell Global Solutions, Philip Townsend Associates Inc



Dry low NO_x retrofit and flue gas recirculation

As a result of national concerns about air quality, RasGas, in cooperation with the Ministry of the Environment (MoE), developed a retrofit programme to introduce low NO_x technology to its turbines and boilers built before 2005. Since 2007, RasGas has been implementing the QR1 billion NO_x retrofit programme to ensure that all existing and applicable combustion units will meet and even exceed (that is, produce less than) the MoE limits for NO_x emissions by 2014. We believe the retrofit programme was the first of its kind in the region, and as a result RasGas' NO_x emissions have decreased substantially since 2006.

In 2007, RasGas conducted two engineering studies and identified that in most cases achieving an emission level well below the regulatory requirements was viable. The emission levels were deemed as best environmental practice for its combustion units. As of 2010, all steam-generating units (except for boilers 1 and 2) have been equipped with a flue gas recirculation system to ensure boilers are achieving the new standard.

The improvement in RasGas' NO_x emissions, expressed in weight percentage versus total weight of intake gas, resulted in RasGas performance being ranked third best of the ten international LNG companies benchmarked in 2010. RasGas NO_x emissions have remained better than the LNG industry average over the past 3 years, as shown in figure 17 below.

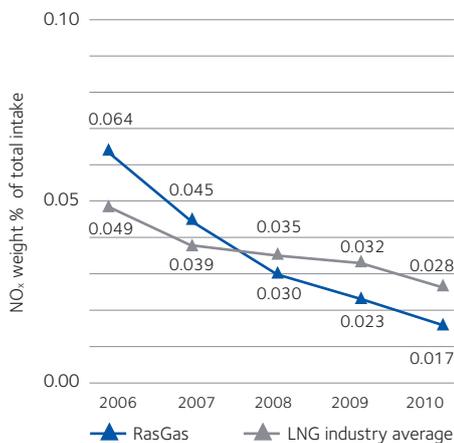


Figure 17. NO_x emissions 2006–2010 trend, all sources

Sulphur oxides emissions

Emissions of sulphur oxides (known as SO_x, but primarily sulphur dioxide – SO₂) result primarily from the combustion of sulphur in hydrocarbons. In 2010, overall SO₂ emissions from RasGas operations increased significantly, due principally to flaring incidents from LNG Trains 6 and 7 and AKG-2, caused by unstable conditions in the new sulphur recovery units (SRU) during their first year of operation.

RasGas is undertaking a number of measures to reduce SO₂ emissions, including:

- Acid gas injection, to avoid the need for sulphur recovery and attendant SO₂ emissions for LNG Trains 4 and 5, and AKG-1
- Implementing flare-mitigation measures designed and implemented by the flare minimisation team
- Building awareness among operators of the need for and approaches to acid gas flaring minimisation, improving alignment through improved coordination between operators and the flare minimisation team
- Improving the reliability of our new sulphur recovery units

Current effort on the SRU interconnections is contributing to reducing SO₂ emissions. In 2009–2010, the connection of the SRU for LNG Trains 1, 2 and 3 to the AGI facility was completed and tested, and will result in future in less significant acid gas flaring incidents during process upsets from those facilities. It is anticipated that reductions in total SO₂ emissions will be observed after the interconnection project is completed and lessons learned from flaring incidents have been incorporated.

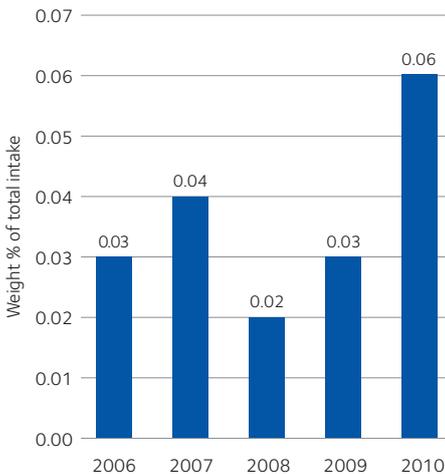


Figure 18. SO_x emissions 2006–2010 RasGas trend (all sources)



Volatile organic compounds: leak detection and repair

Volatile organic compounds (VOCs) contribute to low-level ozone formation, which can damage the health of humans, animals, trees and plants. RasGas' emissions of VOCs increased in 2010, primarily as a result of the inclusion of new sources from LNG Trains 6 and 7 and AKG-2 and from unplanned flaring events.

In 2010, the first phase of the Common VOC Recovery Project was commissioned, a joint-initiative led by RasGas and Qatargas. The project is recovering vapours from the condensate loading operations, which is the major source of VOC emissions by RasGas. The VOC vapours will be directed to a thermal oxidiser for destruction.

RasGas has implemented a plant-wide leak detection and repair (LDAR) programme since 2007 that uses technologically advanced hand-held infrared (IR) cameras for leak identification of VOCs. The camera technology delivers real-time thermal images of gas leaks, which would otherwise be invisible, but which are seen through the camera as 'black/white smoke' images.

The RasGas environmental monitoring team has successfully identified, tagged and monitored more than 16,000 LDAR components covering Trains 1–4 and AKG-1. The programme not only enables effective monitoring, but drives operational efficiency by highlighting components in need of repair, which reduces product loss and improves process safety.

RasGas was the first company in Qatar to use this technology, which is able to monitor piping and process equipment for leaks of VOCs at a significantly higher rate than using conventional methods and equipment. We also monitor the control effectiveness of the programme – a measure of the overall leak rate reduction. We achieved 91.4 per cent in the initial year of implementation. The programme has surpassed the US Environmental Protection Agency (USEPA) control effectiveness thresholds of 70 per cent (gas) and 61 per cent (light liquid), achieving 94.4 per cent (gas) and 81.5 per cent (light liquid) respectively in 2010.

RasGas is currently formalising these LDAR initiatives within a five-year plan. The plan will include actions designed to improve leak detection and repair and improve management information. For example, we plan to increase the frequency of monitoring with IR cameras and to use higher resolution IR cameras to cover components in elevated areas more effectively. We are also planning to use bar-coded tags to easily identify component locations, to simplify data management and to develop our own LDAR database to minimise dependency on commercial software.

Emissions monitoring

The RasGas environment team monitors all emission sources at least twice every quarter, a rate which is twice the operating permit requirement. In 2010, tests found that all sources were within the permitted limits. Over the years, we have consistently met regulatory requirements for NO_x and SO₂ emissions.

We have introduced continuous emissions monitoring for the new sources in Trains 6 and 7, and AKG-2, and in the future will retrofit equivalent technology to the older Trains 1–5 and AKG-1. We are currently developing an improved approach to quality assurance linked to continuous emissions monitoring.

Waste management

The total volume of waste from RasGas' operations decreased in 2010 to 4,859 tonnes, a reduction of 12 per cent on 2009.

Our total waste disposal (per million tonnes of gas intake), as set out in figure 19, remains below industry averages. Using the same measure, when compared to the nine other LNG producers in the annual worldwide benchmark for 2010, RasGas was ranked second in terms of waste disposal. RasGas was also ranked second based on percentage waste recycled in 2010, with over 50 per cent of waste disposed being recycled (see figure 20) compared to an industry average of just over 22 per cent.

Waste (tonnes)*	2006	2007	2008	2009	2010
Incineration	21	35	62	72	125
Landfill	173	1,065	896	918	620
Recycling	2,229	2,965	2,872	3,382	2,443
Storage	1,390	741	817	848	1,671
Other	0	0	0	0	0
Total amount	3,883	4,805	4,647	5,520	4,859
Percentage of total waste recycled	59%	62%	62%	65%	50%

* Onshore operations only

Table 6. Source: adapted from Operational Performance Review – RasGas 2006–2009, Shell Global Solutions, Philip Townsend Associates Inc

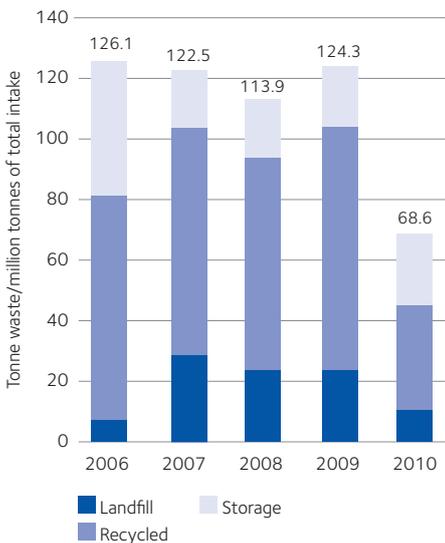


Figure 19. Waste disposal in tonnes per million tonnes of gas intake

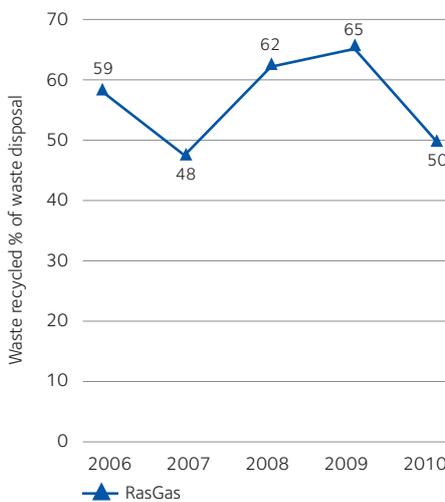


Figure 20. RasGas waste recycled: trend 2006–2010

RasGas' corporate waste management programme, launched in 2009, provides a cradle-to-grave framework for waste minimisation, collection, treatment, storage, reuse, recycling and final disposal. It seeks to address the challenges resulting from a lack of markets in the Middle East in which to sell recyclables, and to ensure we have a comprehensive approach in place to address waste from generation to disposal.

Significant volumes of waste – including catalyst waste (spent molecular sieves) and process sludges, which represent the most significant waste streams – must be dealt with on a continuous basis and at peak times (for example, during shutdowns). RasGas is required by its environmental permits to establish waste reuse, recycling and minimisation programmes, and to report to the Ministry of Environment (MoE) on the quantity and types of waste recycled.

RasGas has undertaken a range of initiatives to further enhance waste management, including upgrading the inert waste storage facility in 2009–10, upgrading incinerators to increase throughput in 2009, and expanding our domestic waste recycling programme in 2010 to cover RasGas Tower and other Doha locations. We also participated in a number of waste recycling awareness-raising initiatives for the public, including an awareness-raising effort at Al Khor schools. Our rate of recycling declined in 2010, but is higher than industry averages.

Water

Water management is an increasingly important issue in the oil and gas industry, and in particular the use of fresh water in operations. This is especially sensitive in countries and regions like Qatar where fresh water resources are scarce.

RasGas' primary process water source is sea water, which is used for cooling process equipment through a once-through cooling water system. The water is returned to a common cooling water channel used by Ras Laffan Industrial City that subsequently discharges into the sea. Our total water discharges in 2010 amounted to approximately 4 million tonnes per day.

The sea water channel outfall is monitored to satisfy MoE requirements for a maximum 3°C differential from the average sea water temperature and residual chlorine of no more than 0.05 mg/litre. These standards have been promulgated by the MoE to protect marine ecosystems in the Ras Laffan port area.

In addition, RasGas has installed a network of 25 ground water monitoring wells throughout its facility. These maintain continual vigilance on the presence and transport of potential contaminants.

Biodiversity

A significant proportion of Qatar's energy deposits lie in the shallow waters near the coastline, and development of these offshore reserves is integral to supplying the energy needed to power the country's economic and industrial growth. The Qatar National Vision 2030 recognises the requirement to balance development needs with environmental protection, including the need to preserve and protect biological diversity.

We take care to ensure that biodiversity considerations are built into our processes as we work to develop new energy resources. In developing the Barzan Gas Project, which currently consists of two onshore gas processing trains, with an option for a third train, we and our joint venture partners have incorporated plans to protect biodiversity. Initiatives developed include a turtle nesting and hatchling survey, a near-shore coral and seagrass baseline study, and an archaeological survey undertaken as part of the project's environmental, socio-economic and health impact assessment (ESHIA). The ESHIA also included a turtle management plan and a coral management plan. In 2010, we prepared contracts to initiate a coral transplantation and relocation programme which formed part of the Barzan ESHIA.

Water discharges (tonnes/day)	2006	2007	2008	2009	2010
Once-through cooling water	4,450,434	4,037,638	4,015,790	4,085,142	4,007,911
Other	1,200	861	997	1,231	1,286
Total	4,451,634	4,038,499	4,016,767	4,086,373	4,009,197

Table 7. Water discharges in cubic metres

Source: adapted from Operational Performance Review – RasGas 2006–2009, Shell Global Solutions, Philip Townsend Associates Inc. Philip Townsend Associates Inc

People

RasGas recognises that its continued success depends upon the skills and dedication of its people. To this end, we seek to attract, retain and develop a high-performing workforce. We aim to provide a caring and inclusive work environment that will enable RasGas to meet its current and future business needs through an effective set of integrated people processes and a quality Qatarization programme.

In this section, we:

- Describe the composition of our workforce
- Set out our approach to managing our people
- Outline key developments in 2010 in the areas of resource planning, Qatarization and performance management
- Outline our approach to training and development
- Describe the results of our 2010 organisational climate survey

Workforce composition

The size of our workforce continued to grow in 2010. RasGas now has more than 2,800 full-time employees.

While the increase in our employee numbers reflects the successful growth of our business, recruiting remains challenging because we operate in a highly-competitive labour market, where the skills and experience we require are in short supply. This is reflected in the fact that we recruited fewer people than our target in 2010.

Once we have recruited staff, our aim is to give them challenging and rewarding careers, in a working environment that is supportive and motivating. We provide our people with the opportunity to develop their professional and personal skills, offering a wide range of development opportunities and training courses. We are committed to creating a working environment where everyone has the opportunity to learn, develop and contribute. Our employee attrition rate, which includes individuals who left the organisation voluntarily and involuntarily, was 4.9 per cent in 2010.

Workforce composition	2007	2008	2009	2010
Full-time employees	2,077	2,453	2,726	2,865
Part-time employees	0	0	0	0
Contractors	185	216	149	81
Total number of employees	2,262	2,669	2,875	2,946

Hiring at RasGas

In 2010, RasGas recruited 257 new staff. RasGas fills vacant positions through the promotion or transfer of existing staff whenever possible, and priority is given to Qatari nationals. The company's Qatarization programme, described in detail below, seeks to create employment and development opportunities for Qatari nationals.

Encouraging inclusiveness

RasGas places a high value on the diversity of perspectives, ideas and backgrounds its employees bring to the organisation. At the end of 2010, RasGas' workforce included people from 59 different nationalities and cultural backgrounds.

Given the diversity of the workforce, as well as the company's aspiration for sustainable business success, the leadership team in 2009 emphasised to employees our core organisational values: People, Integrity, Safety, Excellence and General Interest. We believe these five values have been the underlying principles that have driven the organisation's success thus far and will continue to drive success in future. In 2010, the values were rolled out to all employees in a series of values awareness sessions.

RasGas aims to be an employer of choice, empowering employees through professional development programmes and implementing other initiatives to attract and retain the best talent. For women, RasGas has put in place equal opportunity measures and maternity leave arrangements that go beyond the statutory minimum in Qatar. The number of female employees at RasGas has gradually increased since 2007.

Employee diversity	2007	2008	2009	2010
Male employees (percentage of total employees)	2,044 (90%)	2,395 (90%)	2,572 (89%)	2,634 (89%)
Female employees (percentage of total employees)	218 (10%)	274 (10%)	303 (11%)	312 (11%)

Engaging our employees

We promote open and constructive communication. We use a wide range of tools to communicate with our employees, such as regular briefings on key issues, departmental and team meetings, newsletters, electronic circulars, DVDs and use of the corporate intranet. Interactive communication sessions, at which managers and groups of around 100 staff meet to discuss topical issues, have been successfully introduced in 2010. Suggestion schemes and employee forums provide avenues for employees to raise issues with supervisors and managers.

An important tool in our communications approach is the organisational climate survey for all employees. The survey is web-based and administered by a third party, so confidentiality is guaranteed. Details of the 2010 survey outcomes are provided on page 49.

The People Master Plan

To meet its current and future staffing needs, RasGas has developed a long-term People Master Plan which seeks to build and maintain a culture of learning and growth to ensure that we have the human resources in place to meet and exceed the challenges of the future.

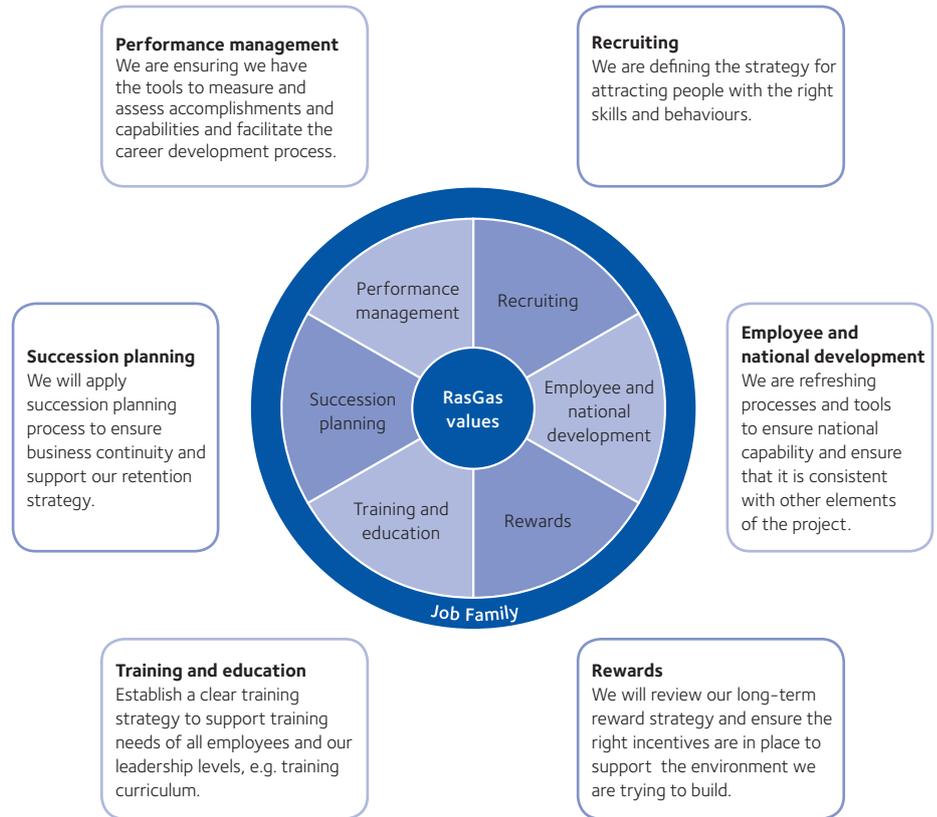
Guiding principles

The People Master Plan is founded upon the following guiding principles:

- RasGas clearly communicates its identity internally and externally
- RasGas will effectively retain required expertise and capabilities
- Business strategy drives the people strategy
- RasGas is a performance-based organisation
- People processes are owned by the line, and supported by the internal Employee Development and Welfare Group
- Employee development is for everyone
- Employees are treated consistently and fairly
- RasGas continues to support an effective, high-quality Qatarization programme

Components of the People Master Plan

In 2010, we undertook a number of actions to take the plan forward. These included the establishment of a further six 'job families', building on the two that were successfully piloted in 2009. Job families are groupings of roles that require similar types of training, skills, knowledge and abilities. The creation of these groupings has enabled us to define the required capabilities, and to make sure that employees have the right skills, knowledge and behaviours for their role so they can help the company achieve its objectives. Job families have also enabled us to develop clearer performance measures and improved links to learning and development programmes. Plans are in place to develop and introduce further job families in 2011.



"The job family is ideal for me now, because I can take charge of my career development and work with my line manager to formalise the key steps and take ownership of the developmental areas that I need to focus on over the next two to three years."

Irwan Lahuri

Financial Reporting
Finance Department

The People Master Plan seeks to build and maintain a culture of learning and growth

Job families		
2009	2010	Planned for 2011
Finance	Manufacturing	Administration
Subsurface engineering	Maintenance	IT
	Procurement	Marketing and Commercial
	Safety, fire and security	Professional development forum
	Human resources	
	Facilities engineering	

Qatarization

Qatarization is the process of identifying, attracting and developing suitable Qatari candidates to assume permanent positions at RasGas. We are fully committed to the government’s Qatarization initiative and our objective is to have a quality process and to meet the targets set by the QP Strategic Qatarization plan.

There are a number of key elements within our programme:

- Creating employment and development opportunities for nationals to support the overall Qatarization targets
- Establishing and maintaining a well-defined national career development framework to ensure a clear and guided career planning progression
- Building strong mentoring and coaching capabilities to develop highly qualified and competent nationals
- Developing and institutionalising an integrated planning process to manage and steward the national employment cycle effectively
- Strengthening partnerships and relationships with educational institutions to raise awareness of RasGas and our long-term Qatarization needs

Success with our programme requires the support and commitment of experienced Qatari and expatriate staff, at all levels, to attract, train, develop and retain young Qataris and help them gain valuable on-the-job experience. The number of Qataris working within the business has grown each year since 2007, but growth in the overall size of our workforce means that the proportion of Qataris within the workforce has remained broadly constant over this period.

In 2010, RasGas’ successfully recruited 155 Qatari nationals, equal to 111 per cent of the annual company target for the year.

RasGas is fully committed to the government’s Qatarization initiative

Qatarization	2007	2008	2009	2010
Number of Qataris	563	619	735	830
Percentage of total workforce	31.1	30.4	31.2	30.5



A performance-driven organisation

Our aim is to establish a high-performance culture by providing clarity about what is required in a job and how it should be done. We aim to identify development needs, and create an open working environment that facilitates feedback. The process of assessing employees’ performance involves employees in two meetings during the year, to set and review objectives. Performance against objectives is linked to annual remuneration.

Employee training and development

RasGas offers its employees a portfolio of development opportunities and training courses. They cover orientation courses on topics such as the LNG business, safety, business controls, performance management and managers’ essentials. For example, in 2010 we conducted extensive training on the RasGas values, covering 93 per cent of our employees, and continued training on our business conduct policies and on SEVENTH SENSE, our business control framework.

Our course catalogue also includes a variety of behaviour-based competency courses, in areas including teamwork, interpersonal skills, self-confidence, customer service, problem-solving and leadership.

2010 average training hours	
National staff	28 hours
Non-national staff	15 hours

We encourage our employees to take opportunities for on-the-job learning. Process operators receive training at the RasGas Vocational Training Centre at Ras Laffan, and may be selected to study for qualifications such as higher national diplomas and engineering degrees. Vocational training schemes include the on-the-job training programme and the maintenance training programme, in conjunction with the College of the North Atlantic – Qatar.

In line with its commitment to developing employees' competence in professional, technical and workplace skills, RasGas has close links with local and international higher educational and vocational institutions, and operates several programmes, some in collaboration with Qatar Petroleum.

We also encourage our staff to take up the development opportunities on offer. In 2010, the average hours of training per employee are set out on page 48.

The RasGas summer internship programme provides students with valuable work experience that helps them bridge the gap between their studies and real-life applications. RasGas works closely with the Qatar Higher Education Institute to include students at domestic and overseas institutions in the programme.

As a result of the organisational climate survey, two themes have been selected as areas to focus on in 2011: efficiency and communication

Employee engagement

More than 78 per cent of RasGas employees participated in the 2010 organisational climate survey, conducted in June and July.

The survey found that the majority of employees have positive feelings about RasGas and that there were clear improvements relative to the 2008 survey result, especially in the focus areas for improvement: communication, employee development and reward for performance. This was also reflected by the high scores (above 75 per cent) in most survey dimensions, including safety culture, responsible business practices, values awareness, leadership and vision. Our graduates and trainees, as well as our mentors, have a very positive perception of our national development and mentoring processes.

The results of the survey were reviewed extensively by the company's leadership team to highlight improvement opportunities. As a result, two themes have been selected as areas that we want to focus on in 2011: efficiency and communication.

Continuing to operate efficiently, and seeking new ways to increase efficiency, lie at the heart of our drive for continuous improvement, and effective communication is important to organisational success.

Following the survey, group and department managers have held employee feedback meetings. Managers have discussed the results with staff and have sought ideas on what can be done differently in the future. To ensure follow-up, all action items are tracked to completion.



Community Engagement

Social responsibility is integral to our business. Our Corporate Social Responsibility programme provides financial and practical support to a wide range of worthy causes in the community and seeks to make a positive and lasting impact.

In this section, we:

- Set out our approach to Corporate Social Responsibility
- Provide an overview of our activities in 2010
- Describe our support for communities
- Focus on our efforts in '2010: The Year of the Environment'
- Outline our initiatives supporting education and health

Our approach to Corporate Social Responsibility

RasGas' Corporate Social Responsibility (CSR) programme seeks to make a positive and lasting impact on a range of good causes in the community. It is aligned to the Qatar National Vision 2030 (QNV), which provides a clear direction for the use of the country's energy resources to help Qatar develop and diversify over the long term.

The RasGas CSR programme has four cornerstones:

- **Community:** we support and develop new initiatives to advance the social well-being of the communities in which we live and work
- **Education:** we believe that education is an essential element for economic and social development and that every child is entitled to an education and the opportunity to develop his or her potential
- **Environment:** we are fully committed to preserving and developing the natural environment for generations to come
- **Health:** we advocate healthy living and are particularly active in support of well-being and sport initiatives

Each year, RasGas, based on research and current needs in the market, determines one of the cornerstones to be the focus of its CSR efforts. In line with our corporate commitment to the environment, we dedicated 2010 as RasGas' Year of the Environment. A wide range of initiatives were taken, involving employees and members of the community, described in more detail in the pages which follow.

Through research and interaction, we determine how our CSR programme can practically meet the changing needs of people and organisations in the community. We use a number of methods to engage and support the community. For example, in 2010 employee volunteering formed an important part of our CSR programme. We encourage employees to use their personal time to contribute their knowledge or skills in support of the RasGas corporate programme's goals. We also offer access to resources, such as buildings, education information, training or financial assistance, when appropriate, to enable projects to be carried out successfully. We believe there is value in using these different approaches, targeting our approach to suit the needs of the Qatar community and taking account of cultural sensitivities.

In line with our corporate commitment to the environment, we dedicated 2010 as RasGas' Year of the Environment

Our CSR activities: overview

Our activities in 2010, as shown in figure 21, reflect a good balance in activities between the four cornerstones of our approach, which we initiated in 2009 (see figure 22). There was a similar balance in expenditure between the four cornerstones in 2010.

In 2011, we are focusing support on the Community cornerstone. In light of this, we are currently undertaking a survey of communities in areas close to the Ras Laffan plant to identify their needs. We will act on the survey results to make sure that the support we provide is clearly focused on what communities have told us they need.

Community support

RasGas is committed to supporting initiatives that advance the social and economic well-being of the communities in which it is active. We use employee volunteering, events and community contributions to make a difference to people's lives.

In 2010, RasGas launched the Sunduk Al Kheir charity fund. The fund offers financial and practical support and assistance to people who reside in Qatar. Through a number of fundraising events and employee volunteer projects each year, the fund will support those in need and work with charitable associations to provide targeted support on a sustained basis.

Our annual charity gala dinner and pro-am golf tournament raised money for families and individuals in need of practical and financial healthcare support. The event was well supported by our shareholders, suppliers, customers, contractors and business associates.

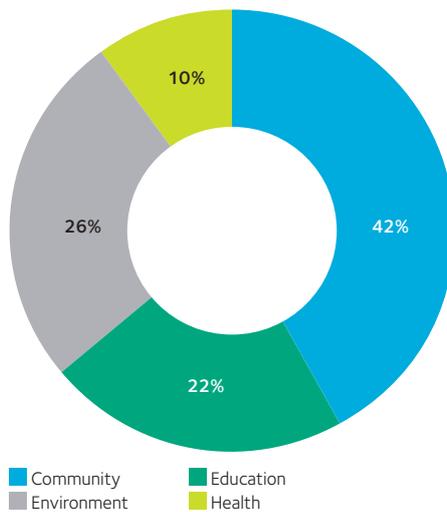


Figure 21. CSR activities 2010 by cornerstone

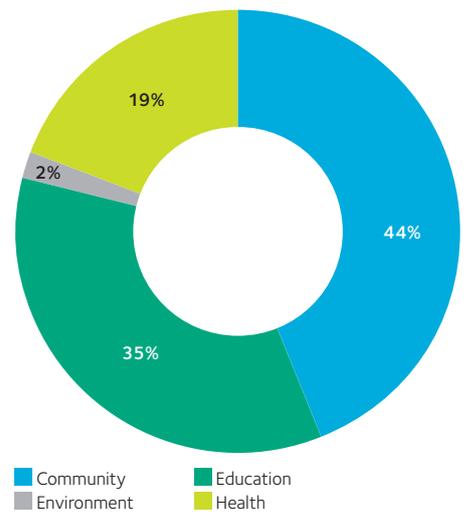


Figure 22. CSR activities 2009 by cornerstone

The RasGas Payforward scheme supports our partners in initiating and catalysing further flows of benefits for the community. Demonstrating that CSR participation can be achieved through simple but targeted plans, employees were invited to donate any of the vouchers they received as a gift during one of our annual Family Days. In 2010, these vouchers were donated to contract staff at RasGas, including office assistants, waiters, drivers, mail distributors and handymen, all of whom play an important part in supporting RasGas staff during the working day. Any surplus vouchers were donated to the Sunduk Al Kheir charity fund, and used to benefit more people in a direct and practical manner. As part of the same scheme, RasGas donated garments, clothes and shoes to local charities, to be distributed among low-income families and individuals in Qatar and abroad.

The Qatar National Vision 2030 recognises the importance of preserving the nation's cultural heritage while developing its future. Developing skills outside the energy industry is an important strand of RasGas' CSR programme and we implement several initiatives to encourage and showcase Qatar's cultural heritage. In Al Khor, RasGas has committed to support the activities of Qadrat, a centre run by female Qatari volunteers targeted at creating social, educational, entertainment and traditional cultural activities within the community.

Celebrating important times with family and friends is an important part of RasGas' culture, and the company is a regular supporter of the Eid Al Adha festival held each year in the Al Khor community. Through financial support and employee volunteer activities, RasGas contributes to a family-oriented initiative attended by many families.

The RasGas CSR programme celebrates and supports people of all generations and we were proud to be a sponsor of the Ramadan activities of the Qatar Foundation for Elderly People Care, ensuring the appropriate respect and sharing of celebrations with our elders.

We also provided financial and practical support to the construction and fitting-out of the Red Crescent building in Al Khor. RasGas has provided long-term backing for the humanitarian work of Qatar Red Crescent, both locally and internationally. The Al Khor branch office will serve as a focal point for the entire community, aligned to RasGas' commitment to development in that area.

2010: The Year of the Environment

Consistent with our commitment to protect the natural environment, we officially designated 2010 as RasGas' Year of the Environment, launching a range of events, activities, training and outreach projects. The idea was to communicate the need for businesses, employees and Qatar's residents to think and act sustainably, to balance economic and social progress with protection of the environment. The publication of the first RasGas corporate sustainability report marked an important milestone in the course of the year.

Getting employees on board

RasGas employees fully embraced the Year of the Environment, responding with enthusiasm to internal initiatives such as beach clean-up events in February and October. This initiative, for example, attracted employee volunteers who cleared litter from a three-kilometre stretch of public beach at Ras Al Matbakh, in the northern Al Khor area. By the end of the event, which was supported by the Ministry of Environment, RasGas employees had filled more than 400 bags with rubbish, helping to preserve the natural beauty of the coastline.

Internal staff 'Moments of the Environment' bulletins helped to reinforce staff engagement at regular intervals throughout the year. The bulletins were designed to build awareness of the importance of protecting the environment. Each one encouraged employees to make a difference for a sustainable future by taking simple actions in their daily lives.

The first Moment of the Environment coincided with World Water Day in March, and focused on the benefits of conserving water and on water-saving ideas. The second supported the international Earth Hour campaign, and suggested energy-saving tips for employees' computers and electronic appliances. In the third quarter, 'Conserve, Preserve and Secure the Future' outlined simple changes to daily routines that could conserve energy on an individual level, and the final bulletin invited staff to calculate the carbon footprint of their lifestyle choices. Staff learned how to calculate the total amount of greenhouse gas emissions generated by everyday activities, such as commuting to work, taking a shower or playing on the computer, to better understand their environmental impact.



Setting an example: waste management

RasGas' opening of a new waste management facility at Ras Laffan in March was not just about continuing to mitigate the environmental impact of its operations. It also set an example for others, by providing a new facility able to segregate, pre-process and store 10 different inert waste products, from tyres and papers to wood, batteries and waste oil.

A number of other initiatives were taken to raise awareness and promote good practice in waste management in the course of the year. These included simple tips for employees on how to minimise waste.

Part of our CSR programme in relation to the environment focuses on educating children – tomorrow's citizens – about the many ways they can make a real difference. As part of the plan to develop environmental ambassadors in our younger generations, children aged 11–13 took part in a recycling awareness competition which called for them to produce a poster, slogan or device that would promote recycling in the community. To support the children's efforts, RasGas employees were invited to vote online for the best entries, further increasing environmental awareness. More than 200 posters were received and more than 600 employees participated in the voting progress.

The Year of the Environment: overview

January

A recycling poster competition for students from Al Khor helps develop environment ambassadors for the future

February

RasGas Employee Development and Welfare Group holds an employee beach clean-up project

March Moments of the Environment: for World Water Day, simple steps to save water, one of the earth's most essential natural resources

April

For International Earth Hour, RasGas switches off the lights in its Doha headquarters and issues energy-saving tips to employees

June

Moment of the Environment: a photography exhibition in RasGas Tower and at Al Khor shows Qatar's many local and migratory birds

July

RasGas hosts students from the GCC Youth Environmental Forum organised by Qatar's Ministry of Environment

August

RasGas, in association with Ras Laffan Industrial City (RLIC), conducts a multimedia environment awareness campaign aimed at the multinational RLIC workforce

September

Moments of the Environment: Conserve, Preserve and Secure the Future – simple changes in daily routines to conserve energy

October

Volunteers from the Subsurface Group take part in a RasGas beach clean-up programme

November

RasGas extends its housing compound recycling programme and runs a recycling information campaign aimed at employees

December

Moments of the Environment: employees consider the impact of global warming and calculate their carbon footprints

Getting the message across

During 2010 RasGas supported several national environmental initiatives. The company is a long-term supporter and participant in the Qatar Petroleum Environment Fair, and this year focused its presentation on educating children and their families about the need to protect the environment through innovative and fun interactive games and learning sessions.

RasGas maintained a high environmental profile by supporting events such as World Environment Day in June, when it hosted the Wings of Qatar photography exhibition. The exhibition highlighted the benefits to Qatar's wildlife of irrigation systems and urban beautification developments, which have transformed once-hostile environments into safe havens for many species of birds. The original photographs, on loan from a local amateur photographic society, show the extensive range of birds that live in or visit Qatar. The exhibition went on display in RasGas Tower and later in Al Khor.

Education support

RasGas is committed to supporting education and empowering young generations. We believe that valuable contributions occur when communities are enabled in a manner that has a sustained developmental impact: empowering and educating people, and fostering the construction of cohesive communities.

Working with schools

RasGas works with institutions to promote and sponsor campaigns and events to increase awareness and highlight the need for high-quality educational material and equipment in the Qatari community.

As part of this, RasGas employees donated nearly 400 school backpacks filled with stationery supplies suitable for boys and girls. The RasGas 'School Backpack campaign' collection of backpacks was donated to the Qatar Orphan Foundation (Dhreima). For the third consecutive year, we supported the Al Khor-based Qadrat Development Centre by donating funds and books, providing 400 Arabic and English books suitable for children aged 3–12 to inspire them with the power of reading.

We also donate IT equipment and educational materials to support student education. In 2010 we sponsored two Braille publications that have been specially developed by Qatar's Al Noor Institute for the Blind. The publications, dedicated to Qatar's history and geography, respond to the need for Qatari-focused educational material for visually impaired children. More than 100 children

from the Institute are now able to continue and extend their studies with specialised publications. To help students develop their understanding of computers, we donated laptop computers to support the Simaisma Primary School to help students to learn and to develop their aptitude for technology, as applied to school arts and crafts, e-literacy enhancement and the development of a school magazine. We also donated computers to the Ministry of Social Affairs as part of their 'computer for each student' campaign.

In 2010 we collaborated with INJAZ Qatar, an affiliate of JA Worldwide® (Junior Achievement), which provides hands-on experiential learning in financial literacy, entrepreneurship and work readiness to 9.7 million students annually. INJAZ Qatar is a member of INJAZ Al Arab, a confederation of 13 Arab countries working on a common mission to prepare and inspire young Arabs to succeed in a global economy. We supported Qatar's first INJAZ schools tutoring programme in two Al Khor second-level schools. The six-week programme will help more than 100 students improve their financial, communication and leadership literacy skills through a range of courses and lectures offered by RasGas volunteers.



Developing skills for work

Closing the gap between education and work is a critical element in the personal development of young students and in ensuring a well-trained workforce for the future.

RasGas is proud to be associated with the Life is Engineering programme, organised by Qatar University in collaboration with prominent local businesses. The initiative has been developed to support young Qatari students by promoting skills transfer using mentors. Five RasGas volunteers participated in a two-month educational project that focused on engineering skills, culminating in the construction of racing cars which then took part in an exciting race meeting at Lusail Circuit. RasGas volunteers shared their technical expertise and experience, particularly the value of communications and teamwork, to achieve a common goal.

We support student opportunities in engineering in other ways, including sponsoring students to attend engineering conferences, and providing support to the Qatar Geological Society to raise awareness among young Qataris of the opportunities for new career paths in engineering.

We also sponsored a training centre for Qatari nationals in Al Khor, supporting the development of English language and IT skills in the local community. By the end of 2010, more than 1,400 students had been trained at the centre. This type of initiative is closely aligned to the goals of the human development pillar of the Qatar National Vision 2030, which foresees training and opportunities that enable Qataris to develop to their full potential, preparing them for success in a changing world with increasingly complex technical requirements.

Health support

RasGas understands the crucial role of improved health standards in any nation's well-being. We also understand that the success of the company depends on having a healthy workforce working in a safe environment.

A highlight of our activities in 2010 was the support provided for the biannual blood donation drive in association with Hamad Hospital. More than 600 employee volunteers took part in the 2010 blood donation drive, branded as 'giving the gift of life'. More than 100 litres of blood were donated to the hospital's blood donors unit.

RasGas provides financial and practical support to a number of health programmes in Qatar, and is a keen supporter of sporting activities, as the company is aware of the important role sports play in maintaining a fit and healthy lifestyle. Through sponsorship programmes, RasGas supports children and adult sports clubs across a wide spectrum of sporting activities, encouraging and enabling participation for all ages. RasGas remains a sponsor of Al Shamal Sports Club and will continue to expand its support during 2011.

RasGas encourages its employees to take part in sporting challenges within the company. Employees are keen supporters and participants in the annual, and highly competitive, Qatar Petroleum Chairman's cricket and football tournaments. In addition, RasGas holds the popular annual RasGas Classic Golf Tournament for its employees and their families.

In common with the response across the country, RasGas employees in 2010 celebrated the award of the 2022 FIFA World Cup to Qatar, taking immense pride in being part of the vision that enabled the bid to be successful.



Our Approach to Reporting

This report builds on our first sustainability report, issued last year, providing new information on our performance in 2010. For RasGas, sustainability reporting represents a valuable tool in building relationships with stakeholders. We seek to carry out our reporting in line with good reporting practice in our industry, and internationally.

In this section, we:

- Set out how we report against five key reporting principles
- Provide insight into how we determine the content of our report
- Provide a detailed index showing how this report aligns with international good practice guidelines on sustainability reporting
- Provide a glossary of terms and sources of further information

How we report

In producing this report, we have taken account of the Guidelines on Sustainability Reporting issued by Qatar Petroleum (2010), which

- adopts the International Petroleum Industry Environmental Conservation Association/American Petroleum Institute/International Association of Oil and Gas Producers (IPIECA/API/OGP) Oil and Gas Industry Guidance on Voluntary Sustainability Reporting (2010) as a basis for report content and industry-specific indicators
- references the broader principles and indicators of the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines

We set out here how we have reported against five general reporting principles set out in the IPIECA sustainability reporting guidance, and include discussion of important concepts in reporting such as stakeholder engagement, determining report boundaries and covering material issues.

Relevance

We have sought to ensure that the report appropriately reflects the sustainability issues facing RasGas as well as the needs of external stakeholders. We believe we have covered and prioritised the material issues – that is, the topics and associated indicators that reflect our significant economic, environmental and social impact, or would substantively influence the assessments and decisions of stakeholders concerning our sustainability performance.

The content of this report has been determined primarily through internal discussions among management and employees about the issues of most importance in the course of the reporting period. However, we believe we have identified all our key stakeholders – we outline in this report our understanding of their interests and expectations, and how we have responded (see page 9). The stakeholder analysis has been informed by the day-to-day interactions of RasGas employees with our many different stakeholders.

In addition to assessing and responding to the issues we believe to be of importance to our stakeholders, we have taken account of the issues and performance data reported on by the wider oil and gas industry. We therefore believe that the content of our report is relevant to the issues arising in our business and in our industry at large.

Transparency

Throughout the report, we have sought to disclose information on our activities in the reporting period in a balanced manner, providing information on both the achievements in the reporting period and the challenges faced now and in the future. We have sought to present our performance in a clear, understandable, factual and coherent manner.

Consistency

We have provided information in this 2010 report which builds on that provided in our 2009 sustainability report. Where possible, we have provided data which enables comparison to be made between our performance in 2010 and 2009 and in many cases over a five-year period, to help identify trends. Our use of analysis from benchmarking surveys also facilitates comparison with industry competitors. By following the IPIECA and GRI indicator protocols, we have sought to enable ready comparison of our report against others inside and outside the oil and gas industry.

Completeness

The report covers RasGas' operations as of 31 December 2010, unless otherwise stated. Other than developments in the normal course of business and described in this report, there were no significant changes to the size, structure or ownership of RasGas in the reporting period. We believe the information within the report is consistent with this reporting boundary.

Accuracy

Quantitative metrics and qualitative descriptions are provided to demonstrate the effectiveness of our policies, programmes and practices. Performance data is drawn from our internal management information systems. Where indicated, performance data is shown by reference to benchmarking surveys which compare our performance to others in the industry. Most environmental data are reported in metric units. Financial information is reported in US dollars unless otherwise stated.

We have aimed for maximum accuracy. Where estimates or other limitations to the data are involved, these are identified. The report has been subject to processes of internal review. At this stage in our sustainability reporting, we have not sought independent external assurance for the information provided within this report, but will consider this option for the future.

IPIECA and GRI Content Index

The table below indicates how we have reported against the indicators within the IPIECA/API/OGP Oil and Gas Industry Guidance on Voluntary Sustainability Reporting (2010) and shows where this information is set out within the report. The table also maps the IPIECA indicators to comparable indicators and disclosures on management approach in the Global Reporting Initiative (GRI) G3 Sustainability Reporting Guidelines. The indicator mapping is approximate because the GRI indicators differ in structure, approach and specificity of content compared to IPIECA.

Our report	IPIECA indicator	GRI indicator	Where reported
About RasGas		SD ¹ 1.1	Managing Director's introduction (page 5) Our approach to sustainability (page 8)
		SD 1.2	Contributing to energy sustainability (pages 19–32)
		SD 2.1–2.10	About RasGas (pages 7–12)
		SD 3.1–3.3	About this report (pages 58–59)
Governance		DMA ² (Product Responsibility)	Quality policy (page 17)
		SD 4.1–4.13	About RasGas (pages 7–12) and Governance (pages 13–18)
		SD 4.14–4.17	Stakeholder engagement (page 9)
Contributing to energy sustainability		DMA (Economic)	Making a major economic contribution to Qatar (page 22)
		EC2	Contributing to energy sustainability (pages 19–24)
	SE5	EC6	Generating revenues for the state and local enterprise (page 23)
		EC9	Contributing to energy sustainability (pages 19–24)
Safety and health		DMA (Labour)	Management approach (page 25)
	HS2		Occupational health (page 31)
	HS3	LA7	Personal safety (pages 26–27)
	HS5		Process safety (pages 29–30)
Environment		DMA (Environment)	Our approach to environmental management (page 33)
	E1	EN16, EN17, EN18	Our performance: greenhouse gas emissions (pages 34–35)
	E2	EN3, EN4	Energy use (page 37)
	E4	EN16	Reducing flaring (page 36)
	E5	EN13, EN 14 (partial)	Biodiversity (page 43)
	E6	EN8, EN9 (partial)	Water (page 43)
	E7	EN20	Non-greenhouse gas air emissions (page 38)
	E10	EN22, EN21	Waste management (pages 42–43); water (page 43).
People		DMA (Labour; Human Rights)	
		LA1, LA2 (partial)	Workforce composition (page 46)
	SE15	LA13 (partial)	Encouraging inclusiveness (page 46)
	SE16		Employee engagement (page 49)
	SE17	LA10, LA12 (partial)	Employee training and development (page 47)
	SE6	EC7	Qatarization (page 48)
		SO3	Employee training and development (page 47)
Community engagement		DMA (Society)	Our approach to Corporate Social Responsibility (page 51)
	SE1, SE4	SO1	Our CSR activities (page 52)
Our approach to reporting		SD 3.4–3.13	About this report (pages 58–59) Our approach to reporting (page 58) IPIECA/GRI content index (page 60)

¹ SD refers to GRI Standard Disclosures. ² DMA refers to GRI Disclosures on Management Approach.

Glossary

AGI	Acid gas injection
AKG-1 and 2	Al Khaleej Gas project (1 and 2)
API	The American Petroleum Institute
BBS	Behaviour-based safety
CCPS	Centre for Chemical Process Safety
CCS	Carbon capture and storage
CEMS	Continuous emissions monitoring system
CO ₂	Carbon dioxide
CSR	Corporate social responsibility
CH ₄	Methane
DLN	Dry low NOx retrofit programme
GDP	Gross domestic product
GGFR	Global gas flaring reduction
GHG	Greenhouse gases
GRI	Global Reporting Initiative
H ₂ S	Hydrogen sulphide
HACCP	Hazard analysis critical control point
HSE	Health, safety and environment
IEA	International Energy Agency
IPIECA	International Petroleum Industry Environmental Conservation Association
IVMS	In-vehicle monitoring system
IR	Infrared
LDAR	Leak detection and repair programme
LOPC	Loss of primary containment
LNG	Liquefied natural gas
LPG	Liquid petroleum gas
LTI	Lost-time injury
LTIF	Lost-time injury frequency
LTIR	Lost-time injury rate

MoE	Ministry of Environment of the State of Qatar
Mta	Million tonnes per year
NOx	Nitrogen oxides
OECD	Organisation for Economic Cooperation and Development
OGP	International Association of Oil and Gas Producers
QP	Qatar Petroleum
RGEE	RasGas Elements for Excellence
RL	Ras Laffan Liquefied Natural Gas Company Limited
RL3	Ras Laffan Liquefied Natural Gas Company Limited (3)
RL II	Ras Laffan Liquefied Natural Gas Company Limited (II)
RLIC	Ras Laffan Industrial City
SHE	Safety, health and environment
SHE&Q	Safety, health, environment and quality
SOx	Sulphur oxides
SRU	Sulphur recovery unit
TRIR	Total recordable incident rate
US EPA	United States Environmental Protection Agency
VOCs	Volatile organic compounds

Cautionary statement

This sustainability report by RasGas Company Limited contains forward-looking statements relating to the manner in which RasGas intends to conduct its activities, based on management's current plans and expectations. These statements are not promises or guarantees of future conduct or policy and are subject to a variety of uncertainties and future circumstances, many of which are beyond our control. Therefore, the actual conduct of our activities, including the development, implementation or continuation of any programme, policy or initiative discussed in this report, may differ materially in the future. The statements of intention in this report speak only as of the date of this report. RasGas undertakes no obligation to publicly update any statements in this report.

References in this report to other reports or materials, such as a website address, have been provided to direct the reader to other sources of information which may be of interest, but such information does not form part of this report.

For Further Information

More information about RasGas is available at our website:
www.rasgas.com

We welcome your feedback on this report. If you have comments, please contact us by email at:
sustainability@rasgas.com.qa

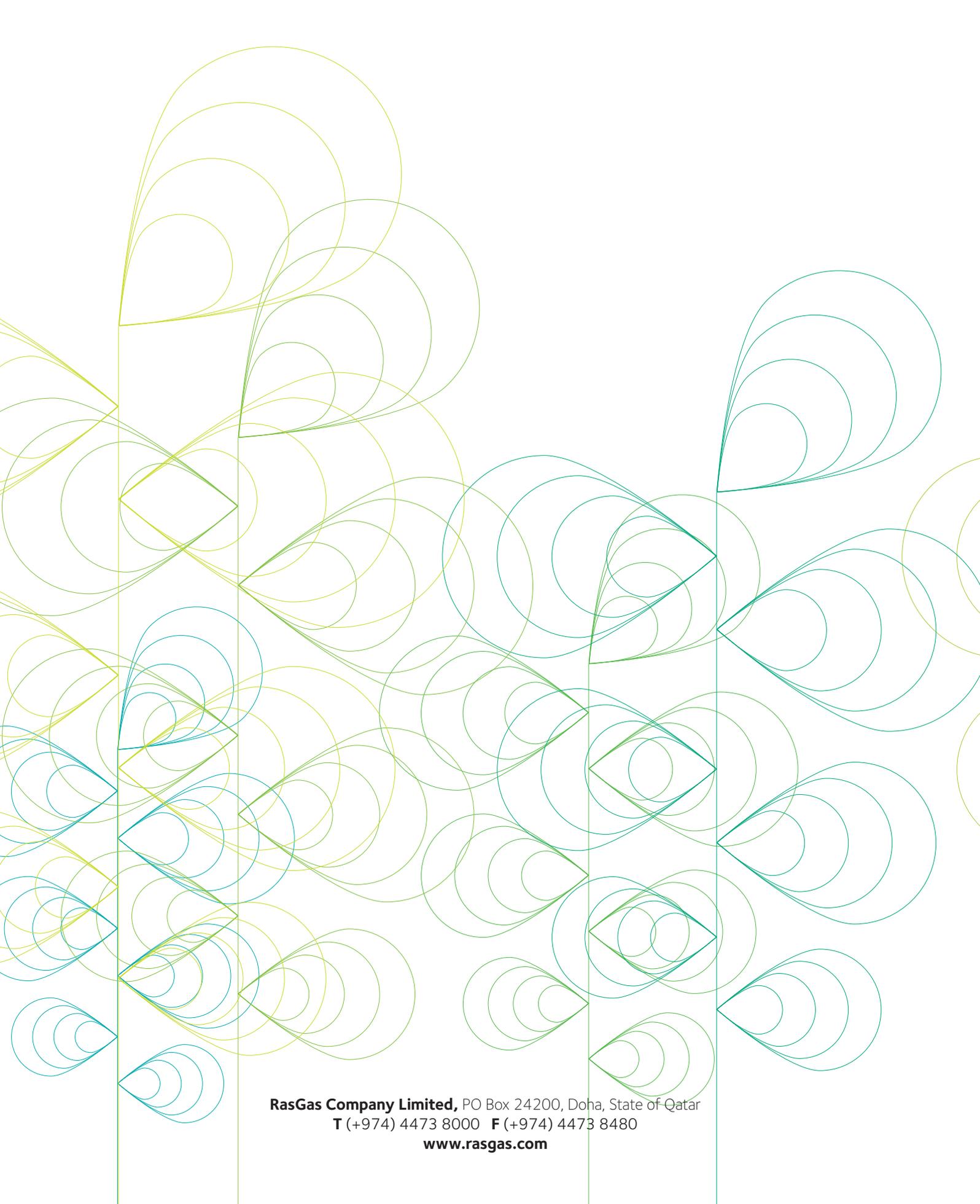
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