



مسيعد للطاقة
M POWER

Our Role in Qatar's Sustainable Development...
**DELIVERING CLEAN, EFFICIENT
AND RELIABLE ENERGY**

SUSTAINABILITY
REPORT 2013

SR13



MATERIALITY MATTERS



**Global
Reporting
Initiative™**

AT THE TIME OF PUBLICATION THE
G4-17 TO G4-27 DISCLOSURES WERE
CORRECTLY LOCATED IN THIS G4
CONTENT INDEX AND FINAL REPORT.



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Communicating the M Power Sustainability Story

– *The 2013 Report*

M Power is fully committed to sustainability management and reporting. Our first sustainability report was issued in 2011. M Power's sustainability reporting efforts have been widely recognised with M Power awarded first place in 2012 and 2013 for excellence in sustainability reporting as part of our participation in the energy and industry sector's Sustainable Development Industry Reporting (SDIR) programme during those years.

M Power's 2013 sustainability report is prepared in accordance with the Global Reporting Initiative (GRI) G4 guidelines for sustainability reporting.

M Power aims to develop an online sustainability report by the end of 2014. The online sustainability report will actively encourage all of our stakeholders to participate in our efforts and to provide their thoughts and ideas on our sustainability performance via an online feedback form. Direct communication via email is possible at: sustainability@mpower.com.qa.

(G4-17)
(G4-22)
(G4-26)
(G4-28)

5,210
GWh
*Net exported
energy*



98.5%
*Plant
Availability*

99.99%
*Plant
Reliability*



M POWER
in 2013



2.86%
*percentage of
auxiliary power
from total
electricity
generated*



ZERO
*Fatalities and
LTI for employees
and contractors*



8.7%
Qatarization



17.8%
*Net profit
increase*



47%
*Decrease in
waste disposed*



8.7%
*Reduction
in total GHG
emissions*

Sustainability Performance Summary

Priority Sustainability Areas	Key Performance Indicator	2010 (2nd Half)	2011	2012	2013
Delivering Clean, Efficient and Reliable Energy	% of auxiliary power from total electricity generated	3.76	3.38	2.82	2.86
	Total GHG emissions (tonnes)	1,057,694	2,093,601	2,508,540	2,291,426
	Net electricity export (MWh)	2,153,440	4,422,367	5,648,180	5,209,740
	GHG emissions (tonnes)/electricity exported (MWh)	0.49	0.47	0.44	0.44
	NOx emissions (tonnes)	136	277	340	321
	Net plant efficiency (%)	45.71	48.06	50.52	51.01
	Imported energy (MWh)	783	688	14	0
	Availability (%)	90.63	92.31	96.50	98.47
	Reliability (%)	93.58	97.18	99.98	99.99
	Plant load factor (%)	51.42	25.10	32.04	29.61
	Corrective maintenance received as a % of total maintenance received	80	67	43	42
	Preventive maintenance received as a % of total maintenance received	20	33	57	58
	Total plant shutdowns	1	4	0	0
Reducing Environmental Impact	Natural gas consumption (MSCM)	530	1,038	1,251	1,194
	Total energy consumption (GJ)	18,823,287	37,272,395	44,672,608	40,803,032
	Water consumption (m3)*	37,433	59,245	127,317	111,944
	Chemicals consumption (tonnes)	9	478	1,223	861
	Lubricants consumption (tonnes)	10	10	9	7
	Grease consumption (kg)	114	437	238	238
	Process water discharge (m3)**	8,744	51,173	98,989	43,615
	Sewage water discharge (m3)	282	4,187	3,967	2,725
	Total waste disposed (tonnes)	1,028.6	954.4	484.1	254.4
	Number of spills (m3)	0	0	0	0
Operating Safely	Number of training hours on health and safety procedures and practices	754	876	1,525	1,544
	Number of lost-time injuries: employees	0	0	0	0
	Number of lost-time injuries: contractors	1	1	0	0
	Number of work-related fatalities: employees	0	0	0	0
	Number of work-related fatalities: contractors	0	0	0	0
	Number of emergency response drills	0	2	3	3
Investing in People	Total number of employees	84	93	94	92
	Qatarization (%)	11.3	10.0	11.1	8.7
	Female employees (%)	3.8	4.4	4.4	3.3
	Average training hours per employee	NT	NT	10.33	20.7
	Employee turnover (%)	3.8	10	4.4	5.2
Financial Optimisation	Revenues (million QR)	677	1,128	1,002	1,015
	Net profit (million QR)	125	247	259	305
	Operating costs (million QR)	552	881	743	710
	Payments to providers of capital (million QR)***	0	220.4	182	233
	Employee wages and benefits (million QR)	15.3	25.4	26.9	29
	Payments to local contractors and suppliers, as percentage of total contractor and supplier payments (%)****	88.9	90.4	76.9	72.8
Good Governance	Number of concerns in the management letter****	0	0	0	0

NT = not tracked

* Water statistics do not include the seawater used for the cooling towers.

** Process water discharge numbers do not include the cooling water discharge.

*** We have updated the scope of this indicator to include only dividend without the payment for natural gas, which is mentioned separately on page 35

**** Management letter: a letter from external auditors to identify issues related to business performance and operations, including issues related to corporate governance. Concerns covered by this indicator include high level concerns and any concerns approved by the shareholders and the Board.

***** Percentage spent on local contractors and suppliers does not include payments to Qatar Petroleum (the local natural gas provider), which is reported separately in page 35 of this report.

Update On M Power Sustainability Commitments

	Our 2013 Commitments*	Progress by End of 2013	Status
 Delivering Clean, Efficient and Reliable Energy	Finalise the study and begin "Engineering and Implementation of Steam Turbine Seal and Sparge Steam Modification Project" to enhance efficiency and reduce auxiliary power consumption.	The study was completed. Implementation has been postponed to 2014.	Partially completed
	Start separating our waste and explore the available options to begin recycling our waste.	M Power will rely on local authority for recycling.	Partially completed
 Reducing Environmental Impact	Finalise the Green Belt Project and start reusing all our waste and sewage water for irrigation.	M Power now uses treated water for the green belt irrigation.	Completed
	Sign a contract with a specialised company for disposal of medical waste.	All M Power medical waste is disposed of.	Completed
	Obtain the Supreme Council of Health certificate to run our onsite clinic.	M Power obtained the official certificate for running its onsite clinic.	Completed
 Operating Safely	Conduct at least 4 fire drills.	M Power conducted 3 fire drills in 2013.	Partially completed
	Procure a fire-fighting truck and train our employees on the appropriate use of the truck in the unlikely event of an emergency.	M Power received the fire truck in 2013 and conducted training. M Power is committed to establishing a fire-fighting team that is highly competent in all aspects of vehicle use, in close co-operation with MIC emergency response teams.	In progress
	Participate in the Mutual Aid Agreement that is agreed among all MIC companies.	M Power is in the process of finalising the agreement with MIC.	In progress
	Increase our Qatarization rate to 11.2%.	M Power's 2013 Qatarization rate is 8.7%.	Completed
	Conduct sustainability training sessions for all employees.	We have committed to conduct this training for all our employees in 2013.	Completed**
 Investing in People	Conduct specialised sustainability training that is customised for each business department to reflect department specific sustainability issues.	The specialised sustainability training to different departments will be conducted in 2014.	Pending
	Develop proper succession planning strategy for key positions.	Succession planning strategy was developed.	Completed
	Full operations for our Enterprise Resource Planning (ERP) system.	A new customised ERP system was implemented for M Power Human Resources and Administration department.	Completed
	Improve the number and quality of HR reports.	The new ERP system has helped develop more accurate and higher quality reports that provide more useful statistics and planning.	Completed
	Extend tax exemption, or transfer to Kahramaa as per PPA.	Done.	Completed
 Financial Optimisation	Reduce uncertainty of budget variables.	M Power was able to develop more accurate budgets as a result of more solid performance numbers.	Completed
	Reduce the top 10 risks as per the risk register.	Done.	Completed
 Good Governance	Initiate ISO 9001 and ISO 14001 to certify our management systems.	In progress.	Partially completed

* The commitments include incomplete 2012 commitments.

** Sustainability training sessions were conducted in Q1 2014, during the development of this report.

Foreword by The *Chief Executive Officer*



“M Power plays a key role in Qatar’s sustainable development by striving to deliver clean, efficient and reliable power while operating safely at all times.”

I am pleased to present M Power’s third sustainability report, “The 2013 Sustainability Report” to our key stakeholders. This report demonstrates our ongoing commitment to sustainability management and reporting, and a continued contribution to the Sustainable Development Industry Reporting (SDIR) programme initiated by His Excellency Dr Mohammed Bin Saleh Al-Sada, Minister of Energy and Industry. 2013 was the second consecutive year for M Power to be awarded first place for excellence in sustainability reporting as part of our participation in the SDIR programme.

M Power recognises the importance of sustainability management to core business and for enhancing the value provided to key stakeholders, and in line with the SDIR programme’s focus in its 2014 cycle; we have developed M Power’s sustainability policy and the first sustainability strategy to provide a clear route for advancing the sustainability agenda at M Power and ultimately improving our overall performance. Subsequently this strategy contributes to better power and utilities sector’s performance and throughout the entire energy and industry sector in Qatar.

2013 has marked another successful year for M Power as we maintained our unique performance of zero fatalities and zero lost-time injuries for employees and contractors. We also achieved improved plant efficiency and reliability in 2013, despite exporting 7.8% less electricity compared to electricity exported in 2012 in line with power demand from Kahramaa. This partial load highlighted increased challenges to maintain plant efficiency and reduce total GHG emissions, however, the outstanding performance of our team and close co-ordination with Kahramaa have enabled us to achieve 8.7% reduction on our total GHG emissions as a result of improved plant efficiency.

We take our sustainability responsibility seriously and always aim to improve our performance in all key sustainability areas and to meet our stakeholders’ expectations. To ensure we achieve our sustainability targets and continue to support our sustainability strategy, we are committed to develop M Power’s sustainability team with the primary responsibility of driving the sustainability management and ensuring proper implementation of our sustainability strategy and commitments.

In conclusion, we appreciate the continual support of our key stakeholders, namely our shareholders, employees and contractors, Kahramaa and QP. I would like to encourage all M Power’s stakeholders to provide us with their invaluable feedback and opinions on our sustainability performance and reporting.

Thank you,

Abdul Majeed Al-Reyahi
Chief Executive Officer

About M Power



Mesaieed Power Company Ltd (M Power) is a joint stock company established in January 2007 with the objective of increasing Qatar's electrical generation capacity.

The M Power plant is located in the Mesaieed Industrial City (MIC), and is the third Independent Power Producer (IPP) project of its kind in the country, with a contract capacity of 2,001 megawatts (MW) in 2013.

M Power Profile

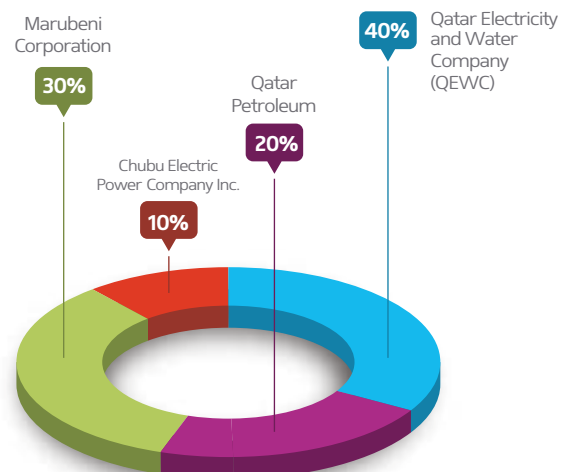
- **First Power Commercial Date:** September 2009, 1,007 MW
- **Facility Commercial Operation Date:** July 2010
- **Contract Capacity:** 2,001 MW in 2013
- **EPC Contractor:** Iberdrola Ingenieria Y Construcción, S.A.U.
- **Offtaker:** Kahramaa
- **Fuel Supplier:** Qatar Petroleum
- **Equipment Manufacturers:** Gas turbines, generators and steam turbines generators by GE, Heat Recovery Steam Generators (HRSG) by NEM, condenser by Doosan, cooling towers by SPIG, Gas Insulated Switchgear by ALSTOM
- **Substation:** 400 kV
- **Water Treatment Plant:** Desalination through Reverse Osmosis (RO)
(G4-20)



M Power Shareholders

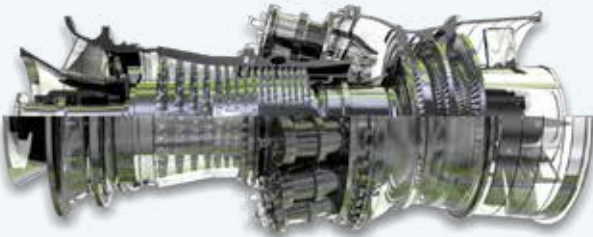
In March 2007, M Power signed a 25-year Fuel Supply Agreement (FSA) with Qatar Petroleum and a 25-year Power Purchase Agreement (PPA) with Qatar General Electricity and Water Corporation (Kahramaa) to ensure co-ordination and efficiency in the supply and demand of gas and electricity. These agreements arranged for M Power to sell its entire electricity production to Kahramaa, and working closely with Kahramaa to ensure that electricity demand, frequency and voltage are met.

(G4-17)(G4-20)



M POWER PLANT CONFIGURATION

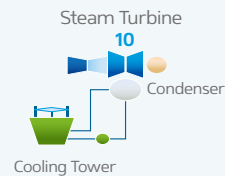
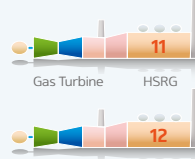
The basic plant configuration is 3 blocks, each comprising 2 x 2 x 1 combined cycle systems, 2 gas turbines, 2 heat recovery steam generators (HRSG) and 1 steam turbine. The plant is also equipped with 2 'black starter' gas turbines for use in blackout restoration. The steam turbine is a condensing unit equipped with surface condensers that utilise cooling towers that function as closed cooling systems.



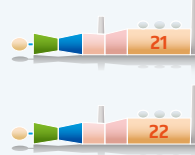
9FA Heavy Duty Gas Turbine

Most experienced F-class 50 Hz product

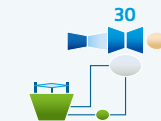
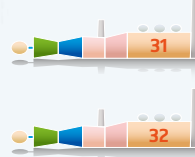
BLOCK 1



BLOCK 2



BLOCK 3



BLACK STARTERS



M POWER'S ROLE IN QATAR'S POWER GENERATION AND GRID SYSTEMS

Qatar's power generation capacity consists of five electricity generating plants, in addition to other captive power plants such as: Qatar Aluminium Limited (Qatalum), Qatar Vinyl Company (QVC), Qatar Fertiliser Company (QAFCO) and other captive power plants. M Power produces more than 20% of Qatar's total generation capacity. Kahramaa acts as the transmission and distribution corporation, in order to deliver electricity from all plants to the end users that include industrial, commercial and residential consumers. Qatar's system is connected to those of other Gulf Cooperation Council (GCC) countries through the Gulf Regional Interconnection Grid. M Power exerts a significant influence on this project through its 400 kV substation, located within M Power boundaries and managed as part of M Power operations.



AWARDS



The Ministry of
Energy and Industry



The QP HSE Regulations
and Enforcement
Directorate (DG)



For the second consecutive year, M Power was awarded first place among medium size organisations for excellence in sustainability reporting, as part of its participation in the 2012 energy and industry sector's Sustainable Development Industry Reporting (SDIR) programme¹.

¹ Qatar's Energy and Industry Sector Sustainability Report captures the sector's high-level sustainability performance, and describes activities and initiatives being implemented by individual companies. Most importantly, it presents the sector's progress towards achieving an accurate and consolidated measure of its economic, environmental and social impact.

Good Governance

M Power's governance system and structure are designed to guarantee that the company's objectives are properly set, sound decisions are made, risks are monitored and assessed with vigilance, and performance is optimised. A diverse and experienced Board of Directors and roster of shareholders provide clear direction and oversee the organisation's corporate strategy, plans and targets, management and budgeting. The Board also monitors M Power's performance in all relevant economic, environmental and social areas, including operations efficiency and reliability, maintenance, financial position and performance, and HSE performance. Support is provided by the Board and executive management committees (including audit committee), robust management systems and stakeholder engagement processes for systematic and accountable implementation, all of which help to maintain the risk register.

(G4-18)

The Board of Directors meets with M Power's management team at least four times per year to discuss the company's performance and to provide recommendations. The Board also meets with shareholders at least once per year in a General Assembly meeting, which is held to review the company's performance, including the Board's performance, and to obtain shareholders' approval of the Board's recommendations. A sustainability team will be established at the executive and middle management level at M Power in 2014 to further enhance the focus on sustainability management at the decision-making level while ensuring enhanced sustainability implementation. The sustainability team will be responsible for reviewing M Power's sustainability approach and materiality matrix, development of M Power's ongoing sustainability strategy, and will drive sustainability implementation and performance.

(G4-19)(G4-20)(G4-21)(G4-25)

G4-34) (G4-35)(G4-36)(G4-37)(G4-38)

The audit committee is chaired by a Board member and consists of three other Board members. The role of this committee is to help observe the company's performance and optimise analysis and management of risks, including conflicts of interests.

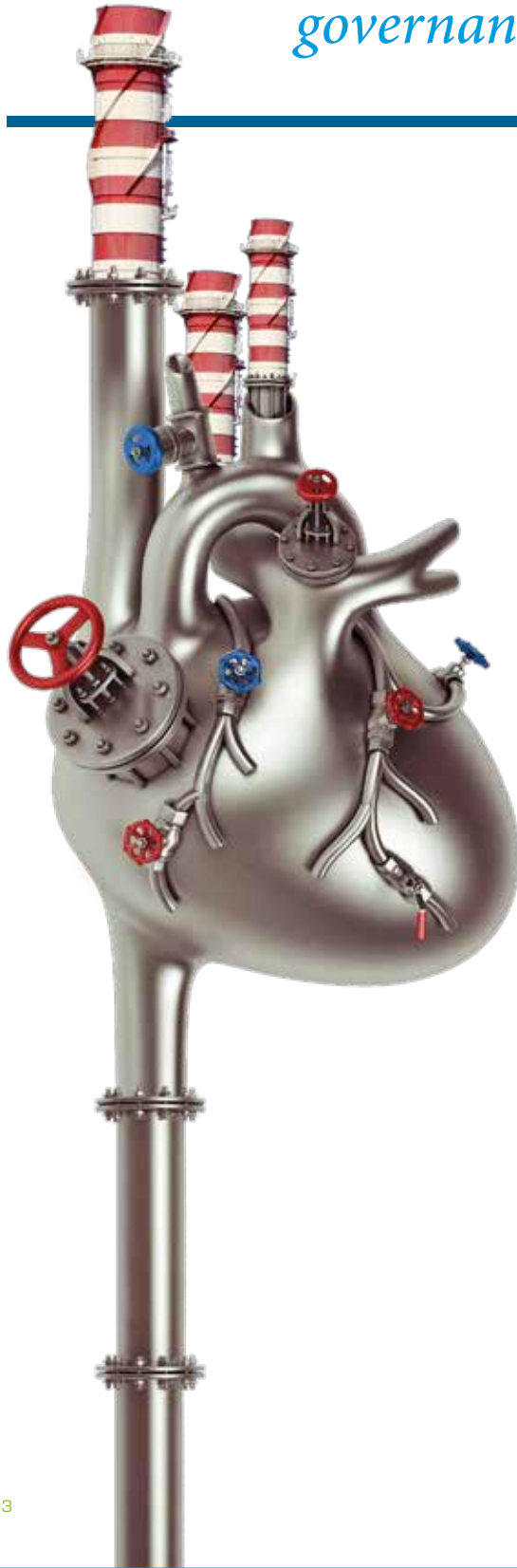
Risk Management

M Power also has an integrated risk management system composed of:

- An operations risk management committee, which identifies all risks related to business.
- An enterprise risk management committee, which performs internal auditing and supervises the operations risk management committee.
- An external auditing, which reports to shareholders.

The Board formed the internal audit committee, and part of its mandate is to monitor and report financial performance and position to shareholders.

**"Sustainability is at
the heart of
M Power's corporate
governance"**



Sustainability Approach And Strategy Map

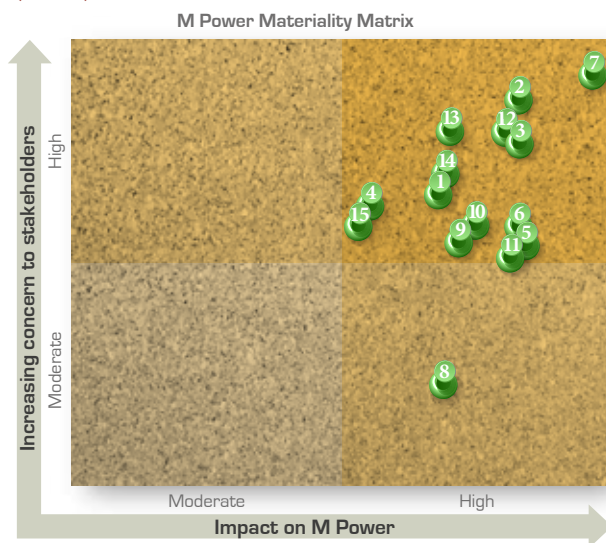
UNDERSTANDING QATAR'S SUSTAINABLE DEVELOPMENT CONTEXT

Qatar has set ambitious goals for its long-term growth, focusing on the human, societal and environmental aspects of sustainable economic development. These goals have been articulated clearly in the Qatar National Vision (QNV) 2030, a framework orchestrating governmental and private enterprise responses to the challenges of sustainable development.

With its commitment to increase the wellbeing of Qatari citizens, the Qatar National Development Strategy 2011-2016 lays out a carefully designed programme of enhancements in education and healthcare. It also outlines social protection and employment opportunities necessary for the creation of a prosperous, stable and secure society.

The Health, Safety and Environment (HSE) Regulations and Enforcement Directorate (DG) has developed the energy and industry sector's Sustainable Development Industry Reporting (SDIR) programme in line with the QNV 2030 and the Qatar National Development Strategy. This programme encourages Qatari industries to combat climate change and work towards improved economic and social development.

M Power is committed to actively contributing to Qatar's sustainable development by developing efficient and effective operations in line with national and sectorial priorities and plans.
(G4-19)



- | | |
|---|--|
| 1 Climate change mitigation | 9 Training and development |
| 2 Efficient Power | 10 Employee retention |
| 3 Reliable power | 11 Human rights |
| 4 Resource optimisation | 12 Strong and stable financial performance |
| 5 Waste management | 13 Good Governance |
| 6 Employees and contractors health and safety | 14 Support national strategies |
| 7 Plant safety | 15 Stakeholders engagement |
| 8 Workforce diversity and equal opportunity | |

UNDERSTANDING OUR STAKEHOLDERS

At M Power, we believe that stakeholders are essential to our sustainability and engaging them is an essential part of our management system, facilitating and supporting our operations and long-term aspirations while helping us to avoid operational risks.

We have identified our key stakeholders as those who most greatly affect or are affected by our operations. We have also identified their priority issues, in order to address them most effectively, as shown in *appendix A*.

(G4-25) (G4-26)

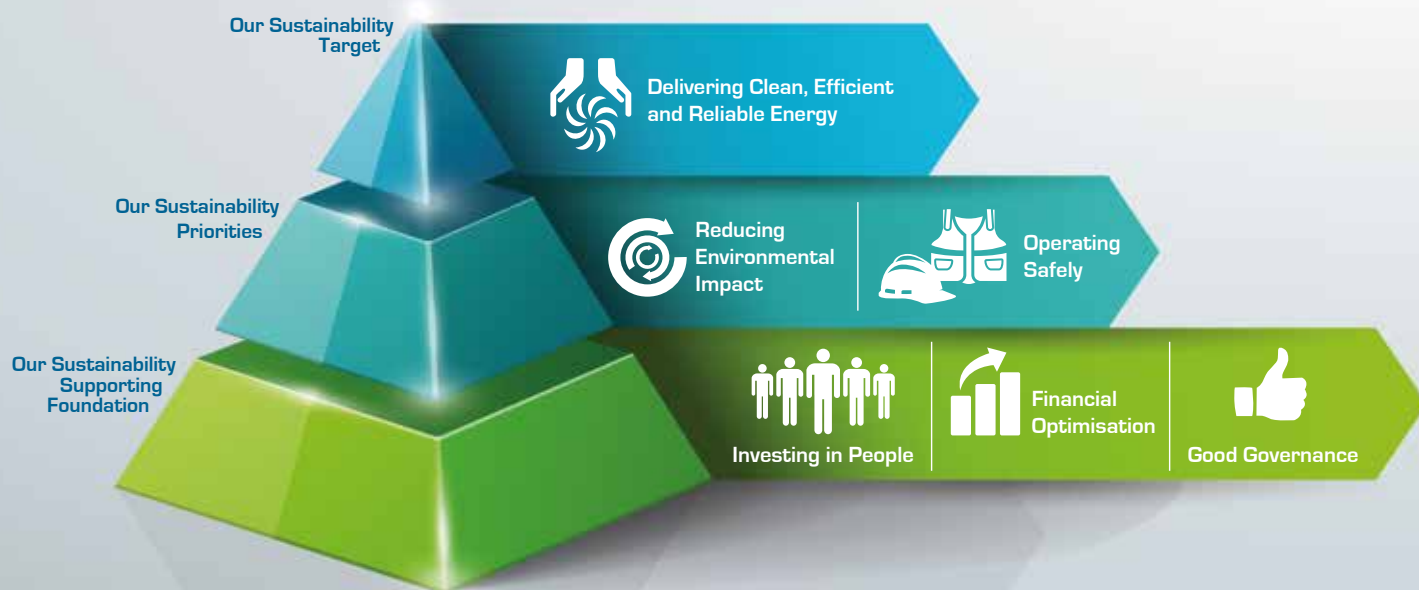
M POWER'S SUSTAINABILITY FRAMEWORK

In 2013, M Power management updated the materiality matrix and re-evaluated the 15 material issues of greatest impact on M Power's ability to deliver the company's strategy, and which encompass stakeholder priorities. In 2014, M Power will establish a sustainability team that will be responsible for reviewing the materiality matrix on an annual basis and updating it as needed.

M Power's sustainability framework is a visual presentation of the company's key sustainability issues which should be monitored and managed at all times to ensure optimum sustainability performance at M Power.

(G4-18)(G-20)(G4-21) (G4-37)





First and foremost, M Power plays a critical role in Qatar's sustainable development as described in its Ultimate Sustainability Target: Delivering **Clean, Efficient and Reliable** Energy

M Power always aims to make the best use of Qatar's natural gas. This relatively **clean** burning fossil fuel helps to reduce Qatar's carbon footprint. M Power's role is to convert natural gas into electricity in the most **efficient** way possible. To ensure the stability of long-term national development, M Power is dedicated to generating this electricity in the most **reliable** manner possible.

(G4-21)

Our Sustainability Priorities

M Power has identified, and continually emphasises, two areas of focus which ensure that the plant is operating both safely and 'greenly':

- Reducing Environmental Impact
- Operating Safely

Our Sustainability Supporting Foundation

M Power's success is built upon a strong and proven foundation consisting of:

- Investing in People – M Power considers its employees to be the most essential component of the organisation's economic, social, and environmental success.
- Financial Optimisation – M Power has a strong and stable financial position and performance that ensures the alignment of its performance with Qatar's national development goals in terms of safe, efficient and effective operations.
- Good Governance – Through sound governance systems and structures, M Power seeks to enhance strong lines of accountability and fulfilment of the organisation's vision and mission.

(G4-18) (G4-19)(G4-20) (G4-25) (G4-37)

Sustainability Framework Alignment with QNV 2030, the National Development Strategy 2011-2016, and the SDIR Programme:

A key strength for M Power's sustainability approach and framework is the alignment of its 6 key sustainability issues and the related material issues with national and sectorial plans. This enables M Power to align its sustainability efforts in a manner that contributes to QNV 2030, NDS 2011-2016, and the SDIR programme objectives and targets.

(G4-19)(G4-20)(G4-21)(G4-18) (G4-25) (G4-37)

M Power Key Sustainability Issues	M Power aims to contribute to the objectives of the following national plans:		
	Qatar National Vision 2030	National Development Strategy 2011-2016	SDIR main indicators
Delivering clean, efficient, and reliable energy - Climate change - Efficiency - Reliability	Responsible exploitation of oil and gas.	Study opportunities to lower gas consumption per unit of combined energy and water produced through enhanced dispatch	GHG and energy intensity.
	A balance between development needs and protecting the environment.	Improve thermal efficiency in power production	GHG emissions.
		Advance the adoption of energy-saving technologies	Total energy usage.
Reducing environmental impact - Resource optimisation - Waste management	A balance between development needs and protecting the environment.	Establish a solid waste management plan, strongly emphasising recycling.	Total water discharged.
		Recycle 38% of solid waste, up from the current 8%.	Oil or chemicals in water discharged to sea.
			Air emissions (NOx, SOx and CO).
			Waste disposed.
Operating safely - Workforce safety - Workforce health - Plant and process safety	A healthy population: physically and mentally	Complete a national emergency preparedness plan. Reduce the rate of injuries lasting more than three days to 3,000 or less per 100,000 workers.	Waste recycled.
			Employee and contractor fatalities.
			Employee and contractor LTIR.
			Employee and contractor illness rate.
			Heat stress events (resulting in medical treatment).
			Incident investigation completion.
			Emergency response drills.
Investing in people - A diverse and equal workforce - Training and development - Employee Engagement, Recognition and Retention	An educated population	Increase the proportion of high-skilled foreign labour from 17% to 23%.	Workforce size.
	A capable and motivated workforce.	Increase the labour force participation rate of Qatari men and women ages 20–59 with a secondary education or below.	Qatarization.
		Develop an organisational model for technical education and vocational training and building capabilities.	Average training provided per employee.
Financial Optimisation - Achieve strong and stable financial performance - Enhance our indirect economic impact	Sound economic management.	Efficient delivery of high quality infrastructure services.	Revenue.
		Improved allocation and efficiency in use and adequate strategic reserves	Production.
			Local procurement.
Good governance	Sound economic management.	Stakeholder engagement	Social investment.
			Corruption and human rights incidents.

M Power's Sustainability Strategy Map



“Sustainability at M Power is about managing all business aspects responsibly; therefore sustainability is core to M Power’s business strategy.”

The SDIR programme aims to develop the Qatar Energy and Industry Sector’s 5-Year Sustainability Strategy to align the sector’s contribution to national plans and sustainable development more clearly. M Power has developed its first sustainability strategy to support the sector’s sustainability strategy. M Power’s 2014 strategy will aim to build and enhance sustainability further in the coming years.

(G4-19)(G4-18) (G4-20)(G4-21) (G4-25) (G4-37)

Priority Sustainability Issues	Main Objectives	2014 Major initiative
Good governance	Through sound governance systems and structures, M Power seeks to enhance the lines of accountability and fulfil the organisation’s vision and mission.	
Sustainability strategy	Sustainability at M Power is about managing all business aspects responsibly, therefore sustainability is core to M Power’s business strategy.	- Establish M Power sustainability team. - Review M Power sustainability materiality matrix. - Develop online sustainability report. - Follow up to 100% implementation of 2014 sustainability initiatives.
Delivering clean, efficient and reliable energy	Optimise gas usage through enhanced efficiency and reliability performance, which is reflected in minimum GHG emissions possible.	
GHG emissions	Maintain the GHG emissions/MWh generated as low as practically possible and within the power industry best practice. Maintaining single digit NOx emissions.	- Invest in ammonia injection solutions. - Operate the units in optimum NOx emission load range. - Optimise the auxiliary power consumption.
Plant efficiency and reliability	Dispatch the plant in the most efficient manner.	- Online monitoring system for plant efficiency. - Implement the first pair of six major GT 9FA compressor upgrades, increasing compressor reliability and reducing M Power risk profile.
Reducing Environmental Impact	M Power is committed to operating its plant in a way that ensures minimal environmental impact through resources optimisation and waste management.	
Energy consumption	Achieve energy efficiency through efficient and reliable operations, including in-house energy reduction is reflected on lower GHG emissions.	- Seal and Sparge Steam System Extension. - New desalted water tank. - Lighting and HVAC optimisation (including identifying opportunities to invest in renewable technical solutions). - Install solar powered hot water systems to replace conventional electric water heaters used for cooking, cleaning and bathing.
Waste management	Reduce waste generation as much as possible. Compliance with CTO & MIC requirements for in-house utilisation of the treated wastewater.	- Develop the Green Belt Project. - Waste segregation. - Engage qualified waste disposal contractors.

Operating safely		
Concern for the safety and health of our employees, our contractors, our plant and the MIC community lies at the heart of M Power's company strategy and culture.		
Safety	Zero fatalities and lost-time injuries (LTI)	- Develop a more comprehensive training matrix that ensures proper and continuous development in all safety areas. - Assess and update HSE management system and supporting procedures and prepare to achieve OHSAS 18001 and ISO 14001 certification. - Plant signage including roads, building, warning signs (e.g. ammonia and high pressure steam).
Health	Prevent health problems through enhancing working environment	- Enhance medical records for the workforce, and conduct medical checks more regularly. - Ensure medical insurance/coverage for all contractors' employees. - Ensure contractors provide proper facilities for workforce such as proper rest area, canteen and drinking water.
Investing in People		
M Power considers its employees to be the most essential component of the organisation's economic, social, and environmental success.		
A diverse and equal workforce	Ensure workforce diversification with a focus on Qatarization (increase Qatarization by 2-3% per annum).	- Co-operate with Qatar Electricity and Water Company and other companies in the power and water industry to enhance Qatarization. - Participate in all recruitment and Qatarization campaigns and events.
Training and development	Enhance employee knowledge and expertise and develop succession planning system.	- Provide employees with opportunities to participate in different and advanced projects.
Employee Engagement, Recognition and Retention	Maintain proper and transparent communication channels.	- Enhance salary review and distinguished achievements rewards - Review and enhance exit interview. - Develop grievance committee. - Fill upper level of hierarchy by internal promotion.
Financial Optimisation		
M Power has extensive business plan for ensuring stable financial position and high financial performance that ensures the alignment of its performance with Qatar's national development goals.		
Achieve strong and stable financial performance and Financial Position	Maximise business profitability and returns.	- Benefit from data availability in conducting reasonable analysis as well as benchmarking to previous years. - Enhance financial budgeting and forecasting through effective knowledge management and enhanced communications with operations and maintenance teams.
Enhance our indirect economic impact	Provide efficient and reliable electricity for Qatar's development. Continually enhance community engagement.	- Make sure our electricity is produced at lowest cost and best gas utilisation by calculating different scenarios. - Enhance procurement practices by sharing our demand of materials with local suppliers to enhance their understanding of M Power business and optimise their resources that ensure timely and cost-efficient supply. - Organise plant tours for students.

(G4-19)(G4-20)(G4-21) (G4-25) (G4-37)(G4-18)



Delivering Clean, Efficient *and Reliable Energy*

Electricity is the most common form of energy supplied to users in the residential, commercial, and industrial sectors. M Power can provide Kahramaa with up to 2,001 MW of power on demand.

In order to achieve its vision, mission, values, and sustainability target of “Delivering Clean, Efficient and Reliable Energy”, M Power should ideally operate at base load. The indicator ‘Plant Load Factor’ measures the actual plant generation as a percentage of contractual capacity, which was 29.61% in 2013, compared to 32.04% in 2012.

PLANT LOAD FACTOR				
	2010 (2nd half)	2011	2012	2013
Plant load factor (%)	52.42	25.10	32.04	29.61

M Power plant load factor/actual generation levels depend upon the plant dispatch schedule provided by Kahramaa, which is in turn based on actual demand and system requirements. Partial plant load/generation affects M Power’s efficiency and consequently its GHG emissions intensity. M Power has maintained its efficiency and GHG emissions per MWh generated by virtue of our drive for continuous improvement and our close collaboration with Kahramaa.

In 2013, M Power generated 5,209,740 MWh of electricity, compared to 5,648,180 MWh in 2012.

POWER GENERATION				
	2010 (2nd half)	2011	2012	2013
Net electricity exported (MWh)	2,153,440	4,422,367	5,648,180	5,209,740

Providing Clean Power

M Power recognises the challenges that the world faces as a result of climate change. We are also aware that Qatar’s environmental footprint per capita is deemed one of the highest in the world. Management of the industrial emissions that cause climate change is becoming an increasingly greater burden to international development; prompting national and international industrial responses such as the QNV 2030 and the SDIR programme. M Power’s delivery of cleaner power is thus of critical importance to Qatar’s campaign against climate change.

M Power’s electricity is generated via burning of the cleanest fossil fuel available: natural gas. Thus, M Power’s use of natural gas, supplied by QP, allows us to deliver clean power to Qatar while minimising Qatar’s emissions of pollutants.

M Power’s plant is equipped with Continuous Emission Monitoring System (CEMS). It is capable of monitoring and storing historical data for reporting purposes. CEMS monitors and records Nitrogen Oxide (NOx), Sulphur Oxide (SOx), Carbon Monoxide (CO), opacity and aqueous ammonia slip.



Greenhouse Gas Emissions

GHG emissions resulting from power generation to Kahramaa constitutes 99.99% of M Power's total GHG emissions. Since M Power was operating its power plant on partial load as per Kahramaa's requirements, total GHG emissions will increase as we move to higher plant load and generate more electricity.

Despite running on partial load in 2013, which puts more pressure on maintaining plant efficiency and GHG emissions per MWh, we managed to reduce total GHG emissions by 8.7% compared to 2012, while generating 7.8% less electricity.

GHG emissions – CO2 equivalent (tonnes)				
	2010 (2nd half)	2011	2012	2013
From natural gas used for power generation to Kahramaa	1,056,851	2,092,612	2,508,201	2,291,108
From diesel fuel used for power generation	95	251	191	182
From vehicle fuel consumption	73	145	136	136
From imported electricity	675	593	12	0
Total GHG emissions	1,057,694	2,093,601	2,508,540	2,291,426
GHG emissions (tonnes) / Electricity exported (MWh)	0.49	0.47	0.44	0.44

NOx and SOx Emissions

We closely monitor our NOx emissions and always aim to keep it within the single digit – 9 parts per million (ppm). We managed to achieve single digit NOx emissions in 2013 as we kept using the SCR technology.

Continuous monitoring; closely following the maintenance schedule of all emissions control equipment and immediately attending to any deviances ensures that every effort is made to keep M Power's emissions within the acceptable limits. In 2013, M Power successfully kept its emission levels within the limits set by the Ministry of Environment.



Selective Catalytic Reduction (SCR) Technology for Managing our NOx Emissions

The combustion process of the Gas Turbine cycle of electricity generation results in the creation of nitrogen oxides (NOx). In order to meet Qatar's environmental regulations of NOx emissions, a DeNOx system featuring Selective Catalytic Reduction (SCR) is employed at the M Power plant. SCR reduces NOx emissions by reacting ammonia (NH3) with NOx in the presence of a catalyst at a specified temperature range. The reaction forms atmospheric nitrogen (N2) and water vapour (in simplified form).

Other emissions (tonnes)				
	2010 (2nd half)	2011	2012	2013
NOx emissions	136	277	340	321
SOx emissions	38	52	69	25

Providing Efficient Power

At M Power, we place great emphasis on achieving the highest operational efficiency possible, as this ensures:

- ✓ **Effective use of Qatar's natural gas.**
- ✓ **Reduced environmental impact.**
- ✓ **Enhanced profitability** – according to pass-through system and fuel demand model between Kahramaa and M Power.



According to M Power's current fuel costing mechanism, Kahramaa pays fuel costs to M Power based on guaranteed equipment performance, while M Power pays Qatar Petroleum for actual fuel consumption cost. Equipment performance is determined by employing a mathematical representation using thermodynamic modelling, called a Fuel Demand Model. This system is designed to assure Kahramaa that M Power maximises its fuel gas combustion for every megawatt hour delivered, and that it keeps what is paid at the guaranteed level. Our focus, therefore, is on maintaining a high level of plant performance, as any deficiency becomes M Power's operational and financial risk.

M Power's plant is a state-of-the-art power station, using modern technology to achieve a high degree of efficiency in generating electricity. Optimising efficiency requires close co-ordination and collaboration with our offtaker, Kahramaa that determines M Power's plant dispatch based on electricity demand.

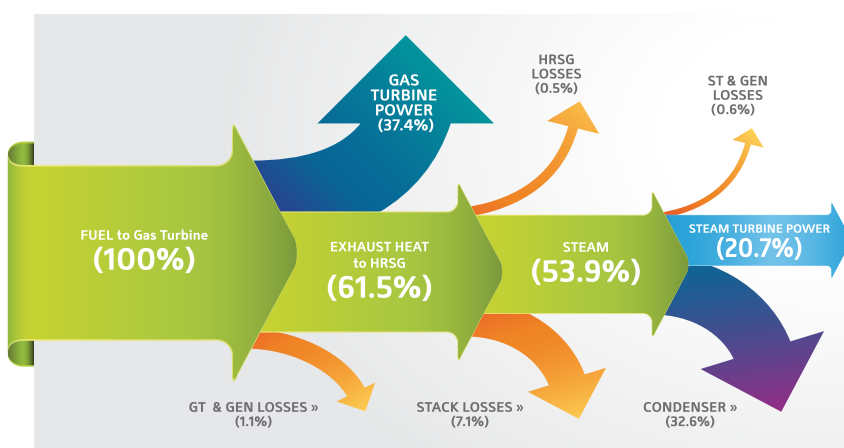


Engaging our Stakeholders: A Collaborative Approach with Kahramaa to Achieve Better Efficiency

M Power believes that achieving higher efficiency requires close co-ordination with Kahramaa, our key stakeholder, to find the best plant configuration for running on combined cycle mode. The combined cycle mode is a win/win situation for M Power and Kahramaa from the cost benefit analysis perspective, because it helps:

- 1) Achieve the best utilisation of Qatar's natural gas.
- 2) Reduce factored fired hours enabling M Power to reduce marginal costs.

M Power and Kahramaa discuss the dispatch schedule on a daily and weekly basis. The schedule varies depending on National Control Centre (NCC) requirement, and M Power operates its plant in order to meet this requirement as efficiently as is allowed by Kahramaa.



Energy Utilisation in a Combined Cycle Power Plant

In a typical combined cycle power plant utilising the latest design technology, gross plant efficiency can reach levels as high as 58.3%, with 37.4% of electricity produced from the gas turbine and 20.9% from the steam turbine, as shown in the diagram.

We monitor our plant efficiency through a set of indicators, including:

- 1) **Net Plant Efficiency** - a statistic that represents the percentage of input energy resulting in the production of electricity.

In 2013, we enhanced our net plant efficiency by 0.5% and achieved 51.01%. As per Original Equipment Manufacturer (OEM), the maximum efficiency attainable with the current plant configuration can reach up to 57.5% at ISO conditions (standard conditions for temperature, pressure and humidity). However, achieving optimum net plant efficiency is affected by grid demand and ambient conditions, as off-peak periods require delivery at lower loads. Therefore, M Power's plant can meet or surpass the industry benchmark for efficiency once it has reached full capacity.

E F F I C I E N C Y				
	2010 (2nd half)	2011	2012	2013
Net Plant efficiency (%)	45.71	48.06	50.52	51.01

2) Auxiliary Power - refers to the electricity consumed to support primary electricity generation operations, such as electricity consumed in administration building.

M Power generates its own auxiliary power; therefore reducing auxiliary power consumption ensures production and sales of greater amounts of electricity from the same input of natural gas.

Demand for electricity will keep rising as Qatar's development and mega projects are advancing, therefore M Power will gradually generate more electricity. This means consuming more natural gas and generating more emissions, however the emissions per MWh would remain within acceptable ranges.

In 2013 the auxiliary power consumed made up 2.86% of the total electricity generated, while imported electricity from the grid, which M Power uses in cases of plant start up, was zero.

AUXILIARY POWER				
	2010 (2nd half)	2011	2012	2013
Auxiliary power consumption (kWh)	84,135,164	154,877,177	163,631,293	153,602,102
Percentage of auxiliary power from total electricity generated (%)	3.76	3.38	2.82	2.86
Imported Energy (MWh)	783	688	14	0

To further reduce our auxiliary power consumption, M Power will implement the following projects in 2014:

- 1) Seal Sparge Steam System Modification: Using a new common header system, M Power will utilise steam from any operating steam turbine to provide sealing and sparge steam for standby steam turbines that are starting. This modification will enhance our reliability and reduce our dependence on the Auxiliary Steam Boiler, in turn reducing auxiliary power consumption. It is expected that M Power will save 20,400 GJ of energy per year via this modification.
- 2) Lighting and HVAC optimisation: In 2014, M Power will conduct a study to identify opportunities to invest in renewable technical solutions to enhance systems.
- 3) Install solar powered hot water systems to replace conventional electric water heaters used for cooking, cleaning and bathing.

Providing Reliable Power

Stability and reliability of electricity production are crucial for national development and economic growth. Continuous availability and consistent reliability are integral parts of M Power's vision and mission, and are achieved through co-ordinated planning, timely maintenance and clear communication with all key stakeholders.

RELIABILITY				
	2010 (2nd half)	2011	2012	2013
Reliability (%)	93.58	97.18	99.98	99.99



M Power is building a more robust and reliable experience that is reflected in better plant reliability. In 2013 M Power improved efficiency in its operating regime to ensure that all units are run equally while accommodating maintenance outage schedules and meeting Kahramaa's requirements.

Plant Reliability - Reliability is a plant's statistical ability to perform without failure over a given period of time, and is a reflection of technical know-how in equipment installation, operation and proper maintenance.

Despite generating less electricity in 2013, frequently reflected in partial unit/power block utilisation, M Power increased overall reliability to 99.99%. This was achieved through continued improvement in our Operation and Maintenance activities alongside constant co-ordination with Kahramma. M Power reduced the number of start/stop cycles, thereby alleviating adverse effects on our plant.

Plant Availability - The 'plant availability' statistic measures the percentage of time a plant and equipment are available for operation over a given year.

By the end of 2013, M Power plant availability improved by 2% and reached 98.47%.



In 2013, M Power's plant availability and reliability could have been compromised by a known design defect in our GT 9FA compressors.

M Power engaged in a comprehensive risk review and cost benefit analysis to address this risk effectively. Following extensive dialogue with the OEM, and subsequent approval by the company's Board, M Power was able to embark on a programme of upgrades to eliminate risk and enhance the long-term security and reliability of our business.

A V A I L A B I L I T Y				
	2010 (2nd half)	2011	2012	2013
Availability (%)	90.63	92.31	96.50	98.47

Maintenance

A comprehensive and effective maintenance programme is essential to ensure the best availability and reliability performance. M Power works hard to keep its plant secure through well-planned maintenance programmes.

The Operations and Maintenance (O&M) teams carefully monitor all running and standby equipment and act proactively to prevent deterioration in the plant.

M A I N T E N A N C E				
	2010 (2nd half)	2011	2012	2013
Corrective maintenance performed, as a % of total maintenance (%)	80	67	43	42
Preventive maintenance performed, as a % of total maintenance (%)	20	33	57	58
Total plant shutdowns	1	4	0	0

Improving plant reliability is an ongoing effort. In 2014, we will implement the following projects:

- 1) Offline pulse air cleaning for gas turbine air filters, thereby improving our ability to maintain these critical systems.
- 2) Implement the first pair of six major GT 9FA compressor upgrades, increasing compressor reliability and plant availability, and reducing M Power risk profile.
- 3) Proactively monitoring plant availability and reliability through the installation of an online plant efficiency monitoring system that will provide real time performance analytics.

Reducing *Environmental Impact*

Beyond providing clean energy Qatar's development, M Power is committed to operating its plant in a way that ensures minimal local environmental impact. This is accomplished through:

- 1 RESOURCE OPTIMISATION
- 2 WASTE MANAGEMENT

M Power's environmental management system, which is based on ISO 14001 and ISO 19011, outlines the ways in which it intends to fulfil its policy commitment regarding protection and safeguarding of the environment. This pertains to operations and maintenance activities carried out by M Power and its contractors and subcontractors within the company.

Resource Optimisation

The first step in reducing our environmental impact is optimisation of our use of natural environmental resources, including energy, water, and materials.

Energy Management

M Power consumes different types of fuel for different purposes, with the most significant fuel consumption being the natural gas used to produce electricity.

In 2013, M Power consumed 1,194 million standard cubic meters (MSCM) of natural gas in its electricity generation operations.



M Power Environmental Policy

"M Power will recognise the interaction between the environment and production of electricity to avoid and minimise, adverse environmental impact & injury to the environment of the business. We will provide our customers with a reliable supply of electrical energy driven by highly-skilled people to maximise plant capacity, efficiency and effectiveness"

Our Commitments:

- To maintain an effective Environmental Management System based on/ complying with ISO 14001:2004.
- To comply with all applicable national laws and regulations to operate and participate and adopt responsible standards where none exist.
- To maintain high standards of integrity to minimise the operational risk of environmental incidents.
- To identify and quantify pollutants arising from operations.
- To introduce training and education about the importance of environmental policy and the impact of all activities for all staff and associates.

Key Environmental Management Objectives:

- To achieve zero spillage, notice of violation and exceed of limits.
- No significant impact on environment and community.
- To analyse quantitatively for reduced environmental impact and develop systems for continuous improvement.

Direct energy consumption				
	2010 (2nd half)	2011	2012	2013
Natural gas used for power generation (MSCM)	530	1,038	1,251	1,194
Natural gas used for power generation (GJ)	18,821,000	37,267,000	44,668,056	40,800,185
Diesel fuel used for power generation (m ³)	34	90	48	23
Diesel fuel used for power generation (GJ)	1,297	3,414	1,592	887
Vehicle fuel consumption, gasoline (m ³)	30	60	56	56
Vehicle fuel consumption, gasoline (GJ)	990	1,981	1,960	1,960
Total direct energy consumption (GJ)	18,823,287	37,272,395	44,671,608	40,803,032

Diesel fuel is also consumed to run the fire pump, emergency generators and 'black start' turbines in case of a total plant shutdown, to test emergency equipment and to conduct routine checks to ensure reliability and availability. Our diesel consumption decreased further to 23 m³ in 2013, a 52% reduction on 2012 diesel consumption.

M Power will implement different projects in 2014 to reduce energy consumption as explained in page 21 of this report.

Water Management

Water conservation is a national priority, and M Power is committed to ensuring that its operations have a minimal impact on Qatar's water supply, primarily through efforts to reduce water consumption.

M Power uses water for several purposes:

- 1) For electricity generation a closed cooling seawater system is employed, utilising cooling towers to reduce the once-through water load, and minimise the temperature of the water discharged into the Arabian Gulf.
- 2) Seawater is desalinated (using reverse osmosis technology) and used for:
 - a. Producing demineralised water for the generation process.
 - b. The plant fire-fighting system.
 - c. Evaporative coolers used for the gas turbines.
 - d. Other general services, such as cleaning and washing.
- 3) Potable water is purchased and used for internal plant usage.

In 2013, M Power improved its energy efficiency in producing desalinated water. The energy used for generating a cubic metre of water was 26.55 kWh in 2013, compared to 27.00 kWh in 2012.

WATER CONSUMPTION				
	2010 (2nd half)	2011	2012	2013
Water consumption (m ³)*	37,433	59,245	127,317	111,944
Energy used for water desalination and treatment (kWh)	993,857	1,572,958	3,380,269	2,972,110
Energy used per m ³ of water desalinated (kWh)	26.55	26.55	27.00	26.55
Water consumption (litres) per MWh produced	16.7	13.1	22.2	21.1
* Water consumption numbers do not include the seawater used for the cooling towers.				



New Demineralised Water Tank

Existing facilities do not adequately accommodate desalination and an opportunity was identified to significantly reduce losses and improve efficiency. In 2013, M Power commenced planning for the construction of a new demineralised water tank. Completion of the new tank system is due in Q4 of 2014. This new facility will:

- 1) Support the demineralised water storage capacity.
- 2) Provide additional water capacity for the fire-fighting system, necessary for future expansion.
- 3) Reinject demineralised water into the desalination plant/unit which helps to:
 - a. Reduce membrane exposure to salty water, thereby increasing the life of membrane and reducing operating costs.
 - b. Avoid discharging demineralised water via waste disposal services.
 - c. Reduce energy consumption by the seawater intake pump.



Materials Management

M Power consumes different types of materials, including chemicals, lubricants and grease. Materials consumption varies according to our operational needs, and is managed to ensure consistent flow of supply according to demand and storage requirements.

In 2013, M Power consumed 30% less chemicals compared to 2012 chemical consumption, and 22% less lubricants.

MATERIALS CONSUMPTION				
	2010 (2nd half)	2011	2012	2013
Chemicals (tonnes)	9	478	1,223	861
Lubricants (tonnes)	10	10	9	7
Grease (kg)	114	437	238	238

Waste Management

An authorised specialist contractor is responsible for the disposal of all types of M Power waste. The waste is disposed of at governmental approved/authorised waste dumping yards according to the type of waste. The contractor is obliged to follow the standards set out by the authorities for these disposal yards.

M Power is committed to work collaboratively with its contractors to ensure compliance with all applicable laws. We have checked our contractor's compliance with the Public Work Authority (ASHGAL) when disposing of M Power's waste by visiting the dumping area and checking our trucks. We have observed no issues of non-compliance.

Whenever possible, M Power's waste management practices follow the 'Three Rs' of waste reduction: reduce, reuse and recycle. Our commitment to efficiency and resource optimisation is reflected in our multiple efforts to reduce the waste generated by our operations. Waste produced can be classified as either wastewater or solid waste, some of which is hazardous.

Wastewater

W A S T E W A T E R				
	2010 (2nd half)	2011	2012	2013
Process water discharge (m³)*	8,744	51,173	98,989	43,615
Sewage water discharge (m³)	282	4,187	3,967	2,725
* Process water discharge numbers do not include the cooling water discharge.				

In 2013, M Power disposed of 43,615 m³ of process wastewater compared to 98,989 m³ in 2012. This noticeable decrease was due to M Power's commencement of recycling process wastewater and using it for irrigating the green belt.

Both of M Power's onsite wastewater treatment plants began operations by the year 2012 and produce water that can be used for irrigation purposes.

The construction, landscaping and installation of the irrigation system for our Green Belt Project began in 2012 and are now complete.

M Power's cooling water is discharged back to sea. In order to prevent the build-up of high salt concentration in the cooling towers, M Power utilises a make-up and blowdown system, whereupon fresh seawater is introduced into the cooling water circuit and a portion of the water from the cooling water basin is discharged back to the sea.

Nevertheless, M Power regularly monitors its blowdown salinity and regulates the system to prevent potentially exceeding the Ministry's 10% limit. In 2013, our salinity was within the allowable limit.

As per the requirement of 'consent to operate' issued to M Power by the Ministry of Environment, the allowable maximum temperature difference between the seawater inlet and discharge is 3 degrees Celsius. On average M Power operated below this limit in 2013.

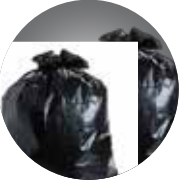
Additionally, in order to safeguard marine life, it is important that the chlorine content in seawater discharge be limited to 0.05 ppm. M Power adheres to this limit, and will continue to do so.

S e a w a t e r d i s c h a r g e l i m i t s				
	2010 (2nd half)	2011	2012	2013
Salinity increase in discharged seawater (%)	6.81	8.55	10	6.7
Cooling water temperature difference (deg C)		*NR		1.95
Chlorine in discharged seawater (ppm)	0.05	0.03	0.03	0.02
* NR = Not reliable. In 2013, M Power found that the temperature sensor was not working properly, therefore all previous readings were inaccurate.				

Solid and Liquid Waste

M Power operations generate solid waste such as metal, scrap wood, timber, paper, general bulk waste, and liquid waste in the form of lubricating oil. In 2013, our total waste disposed was 254.4 tonnes, compared to 484.1 tonnes in 2012. This large decrease in waste generated was due to becoming fully operational in 2013.

All solid and liquid waste is monitored and tracked, and is disposed of according to the Ministry of Environment requirements. All offsite waste shipments utilise a manifest system for tracking, and we report all local solid and hazardous waste shipments to the Ministry using authorised contractors.

Solid and Liquid Waste						Total waste disposed (tonnes)
	Used lubricating oil (tonnes)	Metal (tonnes)	General bulk waste (tonnes)	Scrap wood and timber (tonnes)	Papir (tonnes)	
2010(2nd Half)	9.4	550	420	38	12	1,028.6
2011	2.6	0	868	69	15	954.4
2012	10.1	24	382	44	24	484.1
2013	8.7	0	192	27	27	254.4

We are fully aware of the danger that oil and chemical spills pose to the environment. M Power has procured a special kit to contain and minimise the effects of potential oil spillage, in addition to training our employees on an oil spill contingency plan. No instances of spillage have occurred since the inception of our operations in July 2010.



Monitoring the Environment for Our Community

In 2013, M Power commenced a project to evaluate the outdoor air quality in Al-Wakrah Hospital. M Power is located approximately 20 km due south of the Al-Wakrah Hospital. The prevailing winds in Qatar are from the north-west for most of the year and very rarely do they travel from south to north. As a result, M Power recognises that this air quality monitoring programme is not related to the emissions generated from the M Power plant but will help in assessing ambient conditions in the vicinity of the hospital.

M Power conducted a meeting with the QP DG in 2013 to discuss the project and agree on the main indicators for the project, in addition to attending two meetings with the hospital management. The project will be implemented in 2014.



Operating Safely

Occupational Health and Safety Management System

Occupational health and safety is a cross-disciplinary area concerned with protecting the safety, health and welfare of people. M Power continuously aims to achieve zero lost-time injury and fatalities for its workforce, through a policy and programme that integrates electricity production and health and safety. This is accomplished through stages of consultation, training, and professional guidance to ensure that appropriate levels of health and safety training are provided for personnel at all levels.

To acquire and maintain the highest standards in environment, safety and health guidelines for the day-to-day operation and maintenance of the power plant, M Power aims to develop its Integrated Management System (IMS) and to achieve the international standard certification of ISO 9001 (for Quality Management), ISO 14001 (for Environmental Management) and OHSAS 18001 (for Health and Safety Management) in 2014. As a preliminary step, a gap analysis was conducted in 2013 to identify the requirements of any change or modification of the existing policy, procedures and other management principles, such as the reporting procedures and templates.

Contractor Health and Safety Management

M Power's Health and Safety Management System and related policies and procedures affect M Power's employees and all contractors' employees.



M Power Occupational Health and Safety Policy

"M Power will recognise the interaction between the Occupational Health & Safety Management and production of electricity to maintain sound Occupational Health & Safe environment in the business to provide our customers with a reliable supply of electrical energy driven by highly-skilled people to maximise plant capacity, efficiency and effectiveness."

Our Commitments:

- To maintain an effective Occupational Health & Safety Management System based on/ complying with OHSAS 18001:2007.
- To comply with all applicable national laws and regulations to operate and participate and adopt responsible standards where none exist.
- To maintain high standards of integrity to minimise the personnel/property risk and incident and prevention of injury or ill health.
- To identify and quantify hazards arising from ongoing plant operations.
- To introduce training and education of staff and associates on the importance of Occupational Health and Safety risk and management activities. Minimise risk within an acceptable range using methodology of Plan-Do-Check-Act (PDCA).

Key Occupational Health and Safety Management Objectives:

- To achieve zero lost-time accident (LTA).
- Prevention of injury and ill health
- To analyse qualitatively/quantitatively to reduce adverse occupational health and safety risks, eliminate injury, incident and occupational illness, and develop systems for continuous improvement.



Contractor Environment, Health and Safety (EHS) Policy
M Power's 'Contractor EHS Policy' aims to establish a method to qualify contractors from an EHS standpoint, to perform work at M Power Plant, and to identify the minimum EHS requirements for contractors who undertake work at M Power plant.



In 2013, the CEO of M Power and the Plant Director participated in 12 random walk downs.



A Risk Based Management System

We conduct regular risk assessments to maximise safety and identify any changing risks. This enables risks to be encompassed in health and safety working procedures and ensures that any health and safety deficiencies can be addressed immediately.

In 2013, 16 of M Power's employees received training on Health and Safety Risk Assessment. Specialised health and safety consultants conducted the training. Through this training, employees received in-depth knowledge about the risks involved in their work and how potential hazards/risks can be identified, controlled, prioritised and eliminated

Health and Safety Training and Engagement

The provision of safety training and incident reporting on an ongoing basis forms the foundation of a safe work environment at M Power.

Prior to commencing work, all employees and contractors are provided with 4 different safety trainings: 2 basic trainings and 2 plant-specific procedure trainings. Safety induction training is also provided for all visitors to the plant.

Health and safety training - employees				
	2010 (2nd half)	2011	2012	2013
Number of training hours on health and safety procedures and practices	754	876	1,525	1,544
Number of occupational health and safety trainings conducted	New Indicator		13	25
Number of occupational health and safety trainings conducted by a specialised third party	0	6	2	19
Number of EHS toolbox talks, employees	130	260	312	586
Number of EHS toolbox talks, contractors	New Indicator		263	781
Number of EHS 'walk downs'	26	52	47	46

In 2013, we conducted 25 occupational health and safety trainings, of which 19 were conducted through a specialised third party. Internally conducted trainings are very important for improving our health and safety performance as they are used to share expertise and lessons in the different locations of operations at the plant. In the same year, we also conducted 586 management and supervisory EHS 'toolbox talks' to our employees during which we discussed day-to-day EHS issues. This marked an increase of 88% over the numbers of toolbox talks conducted in 2012. 781 EHS 'toolbox talks' were delivered to our contractors in 2013, compared to 263 in 2012.

Environment Health & Safety (EHS) Committee

To ensure continuous employee engagement on Health and Safety, we formed the EHS committee that consists of 8 members from all M Power's departments, chaired by the Operations Manager. The committee meets on a monthly basis to discuss and follow-up on plant EHS issues, and ensure compliance with all relevant EHS standards, laws and regulations. At each monthly meeting an action plan is developed with specific EHS targets and is subsequently reviewed at the next meeting to guarantee action plan implementation and completion.



HSE Forum for Independent Power Producing (IPP) companies in Qatar

M Power is a member of the HSE Forum for IPP in Qatar, a co-ordination committee between all IPP companies that serves as a platform for:

- Benchmarking of safety performance in power plants.
- Sharing of accident incident information.
- Knowledge sharing including best practices, improvements and concerns.

M Power sponsored a five-day course on "Developing an Effective Safety Culture" which was conducted by specialised consultants for all the IPP in 2011.

Workforce Safety Performance

Since inception and up to the end of 2013, M Power completed more than 4 million man-hours with zero lost-time injury and zero fatalities for our employees and contractors.

Safety performance – employees				
	2010 (2nd half)	2011	2012	2013
Man-hours worked	63,232	142,240	161,112	178,626
Number of lost-time injuries	0	0	0	0
Lost-time injury frequency (LTIF)*	0	0	0	0
Number of minor injuries reported	0	1	1	0
Number of 'near misses' reported	0	4	0	0
Number of work-related fatalities	0	0	0	0
Safety performance – contractors				
Man-hours worked	1,565,200	1,298,881	337,253	419,760
Number of lost-time injuries	1	1	0	0
Lost-time injury frequency (LTIF)*	0.61	0.69	0	0
Number of minor injuries reported	4	1	1	1
Number of 'near misses' reported	2	5	0	2
Number of work-related fatalities	0	0	0	0
% of contractors trained on health and safety procedures	100	100	100	100
* per million man-hours				

(G4-36)

Workforce Health Performance

M Power's onsite clinic began its full operation phase in 2013 upon receipt of the official license from the Supreme Council of Health. Through its onsite clinic, M Power is able to deal with urgent small and medium health cases.

In 2013, we reported zero occupational illness rates for employees and contractors and zero heat stress events. However we are still committed to providing further training for our employees at all levels, and actively increasing their awareness of M Power's occupational illness reporting procedure.

HEALTH PERFORMANCE				
	2010 (2nd half)	2011	2012	2013
Employee occupational Illness rate	0	0	0	0
Contractor occupational Illness rate	0	0	0	0
Heat stress events (resulting in medical treatment)	0	0	0	0

Plant and Process Safety Performance

M Power places significant attention on ensuring that our plant is a safe working environment for all of our employees and contractors, and the surrounding community. This focus has resulted in dedicated efforts to eliminate or mitigate all dangers related to plant system operations and processes.



Occupation Risks

All work in an electrical plant includes an element of inherent danger, as electro-mechanical systems are designed to generate and transmit high voltages of electricity. In recognition of this, our systems are designed so that they may be operated under normal conditions without danger, following routine procedures correctly and using suitable equipment.

Regular safety checks of all systems, processes and equipment are conducted to ensure that they exhibit no abnormal safety concerns that could threaten the plant, our employees or our contractors. We also achieved 100% incident investigation in 2013, which is essential for the reduction of occupational risk through the elimination of root causes.

Process safety indicators				
	2010 (2nd half)	2011	2012	2013
Incident Investigation Completion	100%	100%	100%	100%
Loss of Containment (LOC) incidents	0	0	0	0

Fire Safety and Emergency Response and Preparedness

M Power's emergency response and preparedness procedures are aligned to the MIC Mutual Aid Agreement in which all MIC companies are committed to share the safety and fire-fighting resources they have available with other companies facing safety risks. The MIC Crisis Management Team also communicates and co-ordinates with the local municipality and community population, neighbouring industries, civil defence, Qatar emergency services (fire and police departments), and all relevant ministries in case of emergency.

We received a new fire truck in 2013, in line with our plan. The fire truck has a capacity of 6,000 litres and is equipped with a variety of rescue equipment. After receiving the fire truck, M Power consulted with MIC Fire Brigade to conduct practice drills at M Power. The first combined drill is planned for February 2014.

Since inception, no fire incidents have been recorded, which is a record we strive to maintain.

FIRE SAFETY				
	2010 (2nd half)	2011	2012	2013
	0	0	0	0
 Emergency response drills	0	2	3	3

Investing in People

At M Power, our employees are the key to our success. We are therefore deeply committed to providing a fair and healthy work environment for our employees; to investing in them by developing their skills and qualifications; and to ensuring employee satisfaction in order to attract and retain top talent. Our Human Resources (HR) department has developed the necessary policies to manage all aspects of HR, including recruitment, salaries, allowances, incentives, remuneration and expenses, working hours, performance appraisal, succession planning, official holidays and leave, job duties, and end-of-service procedures.

Diversity and Equality

At the end of the year 2013, our workforce consisted of 92 highly skilled full-time employees, including 4 secondees, representing a mix of cultures and expertise from 9 different nationalities.

Our recruitment policy ensures equality when hiring, and enables all candidates to be checked against the required qualifications and experience when a position becomes vacant. All shortlisted applicants must pass a range of interviews, and all newly hired employees must pass the probationary period where their hands-on experience is examined.

After ensuring that all required qualifications and experience criteria are met, we give first hiring priority to Qatari nationals, followed by the nationals of other GCC countries.



M Power Enterprise Resource Planning (ERP)

In 2013, M Power implemented ERP system that is customised for our needs, and through which M Power aims to:

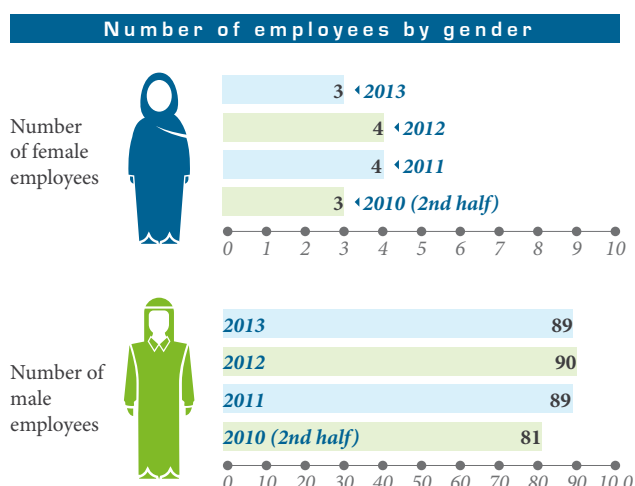
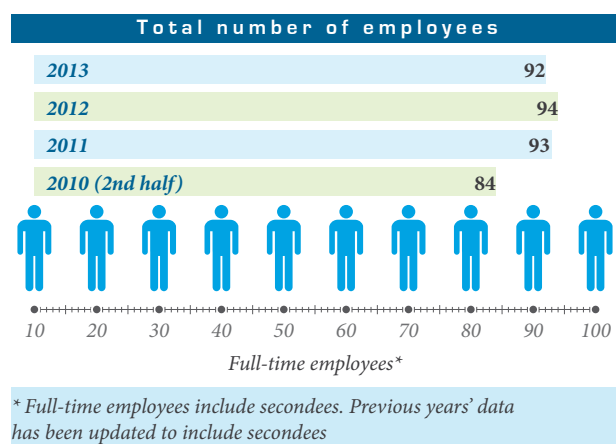
- Expedite the human resources department's related processes.
- Gather a wider range of data that allows better analysis, thereby enabling us to understand our competitive position in the market compared to the rest of the industry.
- The wider ranging and more complete data will also help us to revise our allowance system since we operate in a booming country where inflation is consequently increasing.
- Generate reports that help M Power to review and analyse the extra hours performed which may lead to changing the profile of fixed and variable costs.



Our recruitment policy ensures equality when hiring, and enables all candidates to be checked against the required qualifications and experience when a position becomes vacant. All shortlisted applicants must pass a range of interviews, and all newly hired employees must pass the probationary period where their hands-on experience is examined.

After ensuring that all required qualifications and experience criteria are met, we give first hiring priority to Qatari nationals, followed by the nationals of other GCC countries.

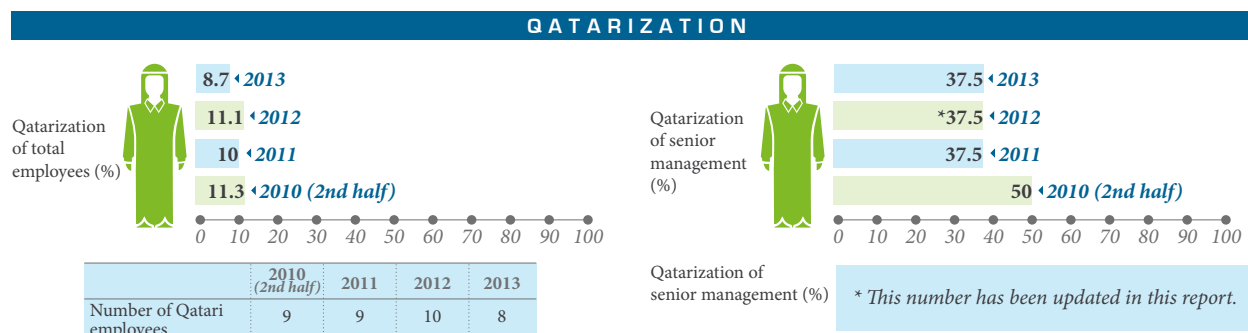
Equal opportunities are provided to all individuals of both genders who wish to join our workforce. At the end of 2013, we employed 3 women, representing 3.3% of our total workforce



Qatarization – A National Priority

In line with QNV 2030, M Power is committed to investment in developing the experience, knowledge and capabilities of the Qatari population. At the end of 2013, our Qatarization rate was 8.7%.

M Power co-operates with Qatar Electricity and Water Company and other companies in the power and water industry to enhance Qatarization through its participation in all Qatarization committees and IWPP/IPP HR committees.



Training and Development

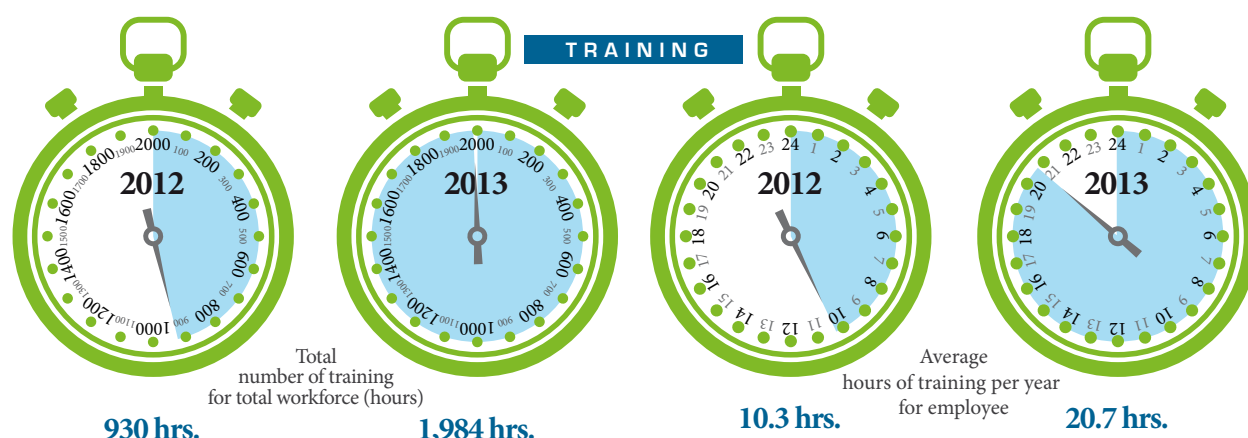
Our employees are one of M Power's core assets, so we view their personal and professional development as an investment in the company's long-term success.

M Power has a relatively small team that promotes a learning environment and provides wider opportunities for knowledge and experience sharing. We encourage all of our employees to become familiar with additional administration and project management roles, even those that may be extraneous to their daily work. This cross training is achieved by assigning employees to different tasks, including financial budgeting, monthly business reviews, and project management and reporting. We also try to build a constructive learning atmosphere that supports employee interactions, both within and between departments. This provides excellent opportunities for the sharing of knowledge about the company's technical and commercial issues.



M Power provides employee training based on individual needs and requirements and the results of each employee's performance appraisals for previous years. Our training strategy is developed during fiscal budget preparations and yearly planning, and covers all targeted training areas, with special emphasis on employee development.

Total training hours was estimated at 1,984 hours and the average training hours per employee was 20.7 in 2013. The 2013 training hours estimate includes health and safety and technical training. M Power is committed to develop a more systematic methodology for calculating the total training hours in 2014.



M Power also benefits from the vast experience of its international and local shareholders and M Power employees attend shareholder gatherings to learn about best practices and to

benchmark M Power against other local and international companies. In addition, specific employee skills such as communication, presentation, reporting and other skills are enhanced. In 2013, M Power sent 5 management staff to participate in the Marubeni (shareholder) Asset Management gathering in Hong Kong.

Employee Engagement, Recognition and Retention



M Power developed an "Employee Welfare" procedure that defines a method to ensure that sufficient and suitable welfare facilities are available for employees of M Power to promote wellbeing in the workplace. The welfare procedure includes sub procedures to define M Power's commitment on:

- Working environment (ventilation, temperature, lighting, cleanliness and waste disposal and others), and
- Welfare facilities (drinking water, sanitary facilities, washing facilities and others).

Employee Engagement

As a close and compact team, we maintain an open-door policy as our main approach to employee engagement. Employees at all levels are able to easily communicate issues to their supervisors and managers, and also to the CEO. Additionally, employees are encouraged to communicate with their managers and particularly to discuss quarterly individual performance appraisals.

Employee Recognition

M Power has a comprehensive 'Special Rewards for Work Excellence' scheme for excellent employee performance including:

- 1) Prevention of Loss and/or Business Interruption.
- 2) Kahramaa Switching Authorisation.
- 3) Special skills and passing specific tests.

The director and the employee(s) concerned should meet with management to present the achievement, and employee(s) will be rewarded 10,000 QAR (or part thereof) after the presentation. In 2013, M Power rewarded 7 employees for their excellent performance.

In 2013, we developed and implemented a programme to reward employees with long service (i.e. over 5 years) at M Power.

Employee Retention

Our achievements in managing our HR and providing them with a flexible and friendly work environment, and competitive and encouraging benefits have helped us to maintain a low turnover rate of 5.2% in 2013.

Employee turnover				
	2010 (2nd half)	2011	2012	2013
Number of employees who left the company	3	9	4	5
Employee turnover (%)	3.8	10	4.4	5.2



Human Rights at M Power

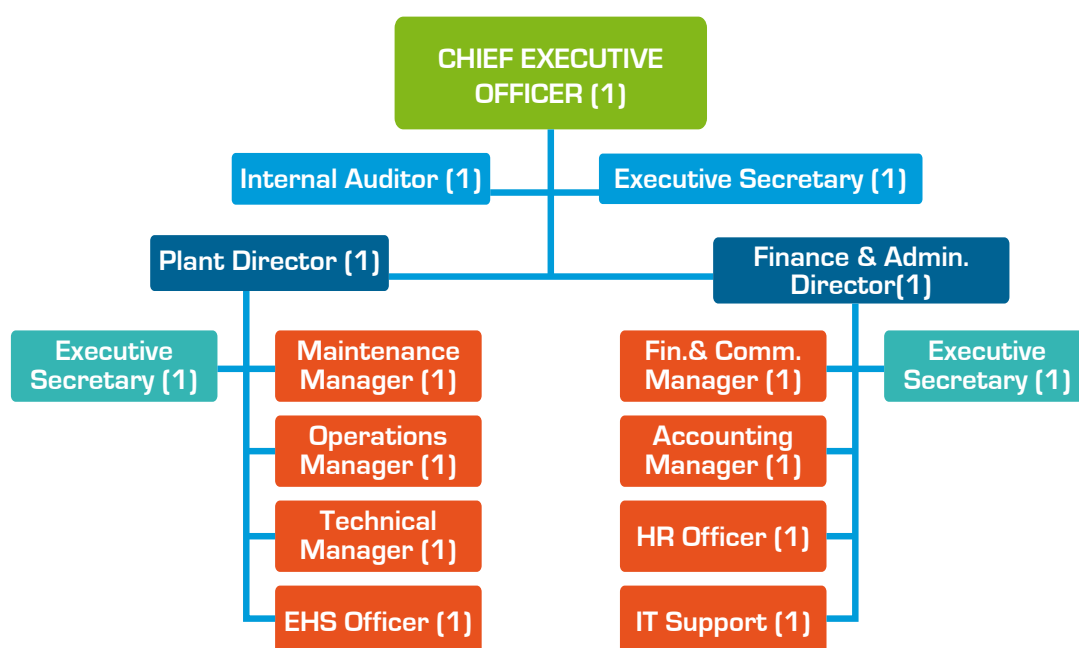
M Power does not tolerate any kind of forced labour, child labour, or discrimination within the company. In terms of contractors, the company acts within applicable laws to protect contractors' employees while working at M Power. A grievance system for M Power employees has been put in place, through which we encourage all of our employees to report human rights issues of any kind in the strictest of confidence.

M Power shares Human Resources policies and procedures (including human rights related items) with all staff to increase their awareness of their human rights, obligations and benefits.

Additionally, all human rights policies and procedures items that relate to employees are already listed in the employment contracts they all have. (G4-33) (G4-34)(G4-35)(G4-36)(G4-38)



Organisational Chart



Financial Optimisation

Achieve Strong and Stable Financial Performance and Position

Achieving strong and stable financial performance and position is core to sustainability at M Power because it cannot be achieved without managing and running the plant in the most efficient and reliable manner possible, as described in M Power's business plan. This plan is detailed in a financial model for M Power's 25-year terms and includes the purchase agreement with Kahramaa and the fuel supply agreement with Qatar Petroleum (QP). M Power is always keen to share the best plant dispatch schedule of its blocks with Kahramaa to minimise gas consumption and to achieve the lowest heat rate possible. M Power also provides QP with its gas demand on a yearly, monthly, weekly and daily basis to ensure reliable supply

M Power's improved efficiency, availability and reliability performance in 2013 have been reflected on improved financial performance. In 2013, M Power again exceeded its net profit target and achieved 305 million QR, which represents 17.8% increase over 2012 net profit of 259 million QR.

As of 2013 year-end, M Power has sufficient operational and financial data to help improve budget-to-model and actual-to-budget financial and operational benchmarking and analysis. This data contributes to better financial planning in terms of: i) reducing budget variables and uncertainty, ii) planning for lower working capitals, and iii) making a more accurate commitment to shareholders for profit and dividend distribution.

Enhance our Indirect Economic Impact

M Power's largest contribution to Qatar's community is provision of electricity. M Power produces more than 20% of Qatar's electricity, which is used in all aspects of national economic activities. Therefore, we perceive that excelling in our core business of providing clean, efficient and reliable power represents active participation in the socioeconomic development of Qatar.

We are always seeking to comprehensively understand and develop our indirect economic impact in a wider context. One type of indirect economic impact derives from the support given to our employees, both intangible (via professional development) and tangible (in the form of financial compensation and benefits). Wages and benefits paid to our employees in 2012 totalled 29 million QR.

Electrical power generation is a highly technical industry and local suppliers and contractors who possess the requisite expertise are not always readily available, however M Power is committed to giving priority to local suppliers and contractors where possible and on commercial and economic basis. Some international companies have established Qatari companies that helped us to enhance our local procurement. In 2013, 72.8% of M Power's total payments to suppliers and contractors were spent on local suppliers and contractors.

In 2013 M Power paid 171.1 million QR to QP for the natural gas that is used for generating electricity.

Financial performance (million QR)				
	2010 (2nd half)	2011	2012	2013
Employee wages and benefits	15.3	25.4	26.9	29.0
Payments to contractors and suppliers	99.7	150.8	91.2	135.0
Payments to local contractors and suppliers, as a percentage of total payments to contractors and suppliers (%)	88.9	90.4	76.9	72.8
Natural gas payment to QP	108.9	157.2	183.5	171.1

(G4-33) (G4-34)(G4-35)(G4-36)(G4-38)



M Power Risk Register

M Power's strong financial performance ensures our long-term stability while positively impacting our shareholders, lenders and nation. Based on this understanding, managing our risks is essential for protecting our assets and financial performance. M Power developed a 'Risk Register' as a result of continuous and regular meetings of the Operational Risk Management Committee (ORMC). The benefits of this register have been demonstrated in prioritising the impact of risks on company targets. The register has helped us to secure financial and practical resources to attend to areas of risk in a timely manner, while eliminating and lessening any impact on efficiency.



Direct Economic Impact - Financial performance (million QR)

	2010 (2nd half)	2011	2012	2013
Revenue	677	1,128	1,002	1,105
Operating costs	552	881	743	710
Net profits	125	247	259	305
Payments to providers of capital (million QR)*	0	220.4	182.0	233



APPENDICES

Appendix A – Stakeholder Map (G4-18)(G4-19)(G4-20)(G4-21)(G4-24)(G4-25)(G4-26)(G4-27)(G4-38)

Stakeholder	Stakeholder Priority Issues	M Power Response
Kahramaa	> Grid security . > Plant availability and reliability. > Proactive co-ordination and reporting.	> Achieve high availability and reliability performance. > Communicate with Kahramaa on daily, weekly, and monthly bases to manage forecasted demand and maintenance schedule.
QP	> On-time payments. > Adherence to co-ordination procedures. > Participation in SDIR programme.	> Ensure on-time payments. > Increase active participation in quarterly meetings. > Implement sustainability management and reporting. > Submit monthly gas nomination, annual outage programme and other compliances with respect to the Fuel Supply Agreement.
MIC	> Collaboration with MIC Crisis Management Team and informing of MIC Emergency Planning. > Adherence to MIC guidelines. > Supporting of MIC environmental efforts.	> Collaborate with MIC to reduce M Power's and the MIC's environmental footprints. > Collaborate with MIC to enhance M Power's and MIC's health and safety performance, e.g. participation in unannounced evacuation drills for MIC.
Regulators (e.g. Ministry of Economy & Finance, Ministry of Labour, Ministry of Business and Trade)	> Compliance with all relevant regulations. > Reporting on a regular basis. > Direct reporting of all noncompliance incidents.	> Submit regular reports. > Contribute to national strategies and development. > Establish communication channels to discuss M Power issues while ensuring quick responses.
Employees	> Safe working environment. > Implementation of HR policies and applicable labour laws. > Training and development opportunities. > Performance-based benefits.	> Provide a diverse work environment while ensuring equal opportunities. > Provide all procedures, equipment and training required to ensure healthy and safe work environment. > Provide opportunities for career development. > Provide unique benefits packages to employees and their families.
Contractors and Suppliers	> Fair selection procedure. > On-time payments. > Maintenance of healthy and safe work environment.	> Provide orientation on health and safety policies and procedures. > Ensure on-time payments.
Shareholders	> Strong financial returns and stable growth. > Compliance with all regulations and standards. > Achievement of high safety and environmental performance. > Enhancement of company's reputation. > Contributions to national strategies and development.	> Deliver monthly operations and maintenance reports. > Continue to focus on efficiency, availability and reliability. > Implement sustainability management and reporting.
Lenders	> Repayments. > Interest payments. > On-time payments. > Delivery of performance reports on lenders' KPIs.	> Submit monthly reports. > Achieve on-time repayments and interest payments. > Maintain excellent communications. > Implement sustainability management and reporting.
Environment	> Resource optimisation. > Reduction of GHG emissions. > Waste management.	> Achieve single-digit NOx emissions. > Build water treatment plants. > Continue our efforts to achieve the best configurations for our operations. > Submit quarterly reports and annually renew the Consent to Operate (CTO) to the Ministry of Environment that cover M Power's environmental aspects.

Appendix B – Report Parameter

Profile: This is M Power's 2013 annual Sustainability Report, reflecting the organisation's follow-up sustainability performance for the year 2013, and covering the most material issues to the company and its stakeholders.

(G4-18)(G4-19)(G4-28)(G4-30)

Scope and Boundary of the Report: As part of its annual materiality assessment process, M Power has analysed the sustainability issues within Qatar and within the energy and industry sector, while taking into consideration the alignment with the national plans as identified in the QNV 2030 and the NDS 2011-2016, and with the SDIR programme. M Power updated its sustainability materiality matrix accordingly. The matrix identifies the sustainability issues we include in our report.

This report is a GRI G4 Guidelines-based report. We have also added an index to aligned our reporting with the International Petroleum Industry Environmental Conservation Association (IPIECA).

(G4-20)(G4-21)(G4-23)

Stakeholder Inclusiveness: M Power has updated its stakeholder map as shown on page 36 of this report. Stakeholders' priorities and concerns were taking into considerations in this report as they were essential part of the materiality assessment exercise. We believe this report covers and communicates with all our key stakeholders and we believe that all the identified stakeholders will be interested to read our Sustainability Report. We also encourage them to provide feedback on our sustainability report using the feedback form and *email we have added in appendix H*.

(G4-20)(G4-25)

Comparability and Balance: This report provides data that covers our performance in the second half of 2010 (start date of our commercial operations) and full years for 2011, 2012 and 2013. This report communicates M Power's successes as well as the main challenges in all key aspects covered. This report is developed in accordance with GRI G4 guidelines which in turn provide clear reporting framework and clear performance update against the G4 indicators which support comparisons.

Accuracy and Reliability: M Power has been careful to make sure that all information provided in this report is of the highest level of accuracy and reliability. We have used our management systems and test and measurement results to gather the information in this report. To support data accuracy and reliability – as essential step for monitoring and improving our performance – we regularly maintain our emissions monitoring equipments by OEM and we get our energy meters calibrated and verified every 6 months via a specialized reputable company. Further, our health and safety performance, including reporting mechanism and methodologies, are being checked annually as part of the QP DG safety audit and supervision plan. As stated within the report, some data from previous years were updated as we improve our tracking systems and put more efforts into unifying the scope of calculation to ensure more accurate data year after year. The measurement techniques we used for calculating our numbers include international standards such as the Intergovernmental Panel on Climate Change (IPCC), US Department of Energy, US EPA and other sources.

Clarity of Information: M Power has put the sustainability information within this report in a clear and easy to communicate format, as well as using the GRI framework to make the report easy to read and understand.

Assurance: This report has not been externally assured; however, the report was reviewed internally by all M Power's departments and achieved the GRI 'Materiality Matters' check ².

² The 'Materiality Matters' check verifies that at the time of publication of the G4 Guidelines-based report, the General Standard Disclosures G4-17 to G4-27 were correctly located in both the Content Index and in the text of the final report.

Appendix C – GRI Index

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number	External Assurance
STRATEGY AND ANALYSIS		
G4-1	7	Not Assured
G4-2	11-14	Not Assured
ORGANIZATIONAL PROFILE		
G4-3	8	Not Assured
G4-4	8-9	Not Assured
G4-5	Doha, Qatar	Not Assured
G4-6	8-9	Not Assured
G4-7	8-9, 35-36	Not Assured
G4-8	8-9	Not Assured
G4-9	8-9, 31-32	Not Assured
G4-10	31-33	Not Assured
G4-11	No unions available in Qatar Per law.	Not Assured
G4-12	35-36, M Power generated electricity using the natural gas provided by QP. Other main supply chain items are related to M Power plant's equipments and maintenance.	Not Assured
G4-13	There is no significant change during the reporting period regarding the organization's size, structure, ownership, or its supply chain	Not Assured
G4-14	11-16, 28-29 (Sustainability plan for short term and long term, Risk Based Management System and Preventive Maintenances)	Not Assured
G4-15	IPIECA - Sustainable Development Industry Reporting, Amonia demand model with Kahramaa	Not Assured
G4-16	HSE Forum for IPP in Qatar	Not Assured
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	08-09	Not Assured
G4-18	11-16, Appendix-A and B	Not Assured
G4-19	11-16, Appendix- A and B	Not Assured
G4-20	8, 11-16, Appendix- A and B	Not Assured
G4-21	11-16, Appendix- A and B	Not Assured
G4-22	No restatements of information provided in previous reports	Not Assured
G4-23	No significant changes from previous reporting periods in the Scope and Aspect Boundaries.	Not Assured
STAKEHOLDER ENGAGEMENT		
G4-24	Appendix-A	Not Assured
G4-25	11-16 and Appendix-A	Not Assured
G4-26	Appendix-A	Not Assured
G4-27	Appendix-A	Not Assured
REPORT PROFILE		
G4-28	3, Appendix-B	Not Assured
G4-29	2012 Sustainability Report	Not Assured
G4-30	Annual, Appendix-B	Not Assured
G4-31	sustainability@mpower.com.qa	Not Assured
G4-32	'In Accordance-Core'	Not Assured
G4-33	37-This report has not been externally assured	Not Assured
GOVERNANCE		
G4-34	11, 34-35	Not Assured
G4-35	11, 34-35	Not Assured
G4-36	11,29, 34-35(EHS COMMITTEE)	Not Assured
G4-37	11-16, Appendix-B Stakeholder Engagement	Not Assured
G4-38	11,34-35 and Appendix A	Not Assured
ETHICS AND INTEGRITY		
G4-56	8	Not Assured
G4-57	35, EHS Committee Risk Register/ORMC	Not Assured

SPECIFIC STANDARD DISCLOSURES		
DMA and Indicators	Page Number	External Assurance
CATEGORY: ECONOMIC		
MATERIAL ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	35- 36	Not Assured
G4-EC1	36-37	Not Assured
G4-EC2	11-16, 23-25, 35-37	Not Assured
G4-EC3	33, M Power pays 10% and the Qatari employees pays 5% if the employee's salary. Non-Qatari employees have end of service benefits as per law	Not Assured
G4-EC4	6-Tax Exemption and no other assistance from government	Not Assured
MATERIAL ASPECT: MARKET PRESENCE		
G4-DMA	31	Not Assured
G4-EC5	No Minimum wage in Qatar	Not Assured
G4-EC6	32	Not Assured
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-DMA	12-16, 31,35	Not Assured
G4-EC7	15-16	Not Assured
G4-EC8	35	Not Assured
MATERIAL ASPECT: PROCUREMENT PRACTICES		
G4-DMA	27-28, 35	Not Assured
G4-EC9	35	Not Assured
CATEGORY: ENVIRONMENTAL		
MATERIAL ASPECT: MATERIALS		
G4-DMA	23-25	Not Assured
G4-EN1	23-25	Not Assured
G4-EN2	Zero	Not Assured
MATERIAL ASPECT: ENERGY		
G4-DMA	23-25	Not Assured
G4-EN3	23-24	Not Assured
G4-EN4	23-24	Not Assured
G4-EN6	18-21	Not Assured
G4-EN7	18-21	Not Assured
MATERIAL ASPECT: WATER		
G4-DMA	24-25	Not Assured
G4-EN8	24-25	Not Assured
G4-EN9	24-25 M Power desalinates its water	Not Assured
G4-EN10	24-25	Not Assured
MATERIAL ASPECT: BIODIVERSITY		
G4-DMA	Our operations could only affect the sea life but we spare no efforts in eliminating our impact on the sea life, please refer to pages 25-26	Not Assured
G4-EN11	Our operations could only affect the sea life but we spare no efforts in eliminating our impact on the sea life, please refer to pages 25-26	Not Assured
G4-EN12	Our operations could only affect the sea life but we spare no efforts in eliminating our impact on the sea life, please refer to pages 25-26	Not Assured
G4-EN13	Our operations could only affect the sea life but we spare no efforts in eliminating our impact on the sea life, please refer to pages 29-30	Not Assured
G4-EN14	Our operations could only affect the sea life but we spare no efforts in eliminating our impact on the sea life, please refer to pages 25-26	Not Assured
MATERIAL ASPECT: EMISSIONS		
G4-DMA	18-20	Not Assured
G4-EN15	18-19	Not Assured
G4-EN16	18-19	Not Assured
G4-EN17	18-19	Not Assured
G4-EN18	18-20	Not Assured
G4-EN19	18-20	Not Assured
G4-EN20	ZERO. No usage of any CFC or Ozone Depleting Substances	Not Assured
G4-EN21	19	Not Assured

SPECIFIC STANDARD DISCLOSURES		
<i>DMA and Indicators</i>	<i>Page Number</i>	<i>External Assurance</i>
MATERIAL ASPECT: EFFLUENTS AND WASTE		
G4-DMA	23-24	Not Assured
G4-EN22	24-26	Not Assured
G4-EN23	24-26	Not Assured
G4-EN24	ZERO. There was no significant spills	Not Assured
G4-EN25	Zero	Not Assured
G4-EN26	23-24	Not Assured
MATERIAL ASPECT: PRODUCTS AND SERVICES		
G4-DMA	23-25	Not Assured
G4-EN27	23-25	Not Assured
G4-EN28	Not applicable. M Power supplies electricity directly to the grid.	Not Assured
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	24-25	Not Assured
G4-EN29	ZERO. No fines were paid for any breach of compliance	Not Assured
MATERIAL ASPECT: TRANSPORT		
G4-DMA	18-20	Not Assured
G4-EN30	No significant impact in transporting core product-electricity or energy 18-20	Not Assured
MATERIAL ASPECT: OVERALL		
G4-DMA	18, 19, 23	Not Assured
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT		
G4-DMA	23-25,28 M Power is committed to work collaboratively with its contractors to ensure compliance with all applicable laws	Not Assured
G4-EN32	25	Not Assured
G4-EN33	25-26	Not Assured
MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS		
G4-DMA	Relevant Stakeholders could use multiple contact points to raise alerts or notifications EHS Committee EMS-ISO 14001 and ISO 19001-PDCA management approaches review. RISK MANAGEMENT SYSTEMS IN PLACE-RISK REGISTERS	Not Assured
G4-EN34	ZERO-11 and 35	Not Assured
CATEGORY: SOCIAL		
SUB-CATEGORY: HUMAN RIGHTS		
MATERIAL ASPECT: INVESTMENT		
G4-DMA	31-33	Not Assured
G4-HR1	32	Not Assured
G4-HR2	33	Not Assured
MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-DMA	30,34	Not Assured
G4-HR12	34	Not Assured
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK		
MATERIAL ASPECT: EMPLOYMENT		
G4-DMA	31-33	Not Assured
G4-LA1	31	Not Assured
G4-LA2	33, M Power pays 10% and the Qatari employees pays 5% if the employee's salary. Non-Qatari employees have end of service benefits as per law	Not Assured
G4-LA3	33	Not Assured
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	27-28	Not Assured
G4-LA5	28-29	Not Assured
G4-LA6	28-29	Not Assured
G4-LA7	28-29	Not Assured
G4-LA8	27-30 EHS and OHAS committee along with Employees and Management set the agenda. No Union exists as per Qatar laws	Not Assured
MATERIAL ASPECT: TRAINING AND EDUCATION		
G4-DMA	31-32	Not Assured
G4-LA9	32	Not Assured

SPECIFIC STANDARD DISCLOSURES		
<i>DMA and Indicators</i>	<i>Page Number</i>	<i>External Assurance</i>
G4-LA10	32-33	Not Assured
G4-LA11	33	Not Assured
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
G4-DMA	31-32	Not Assured
G4-LA12	31	Not Assured
SUB-CATEGORY: SOCIETY		
MATERIAL ASPECT: ANTI CORRUPTION		
G4-DMA	Organisation Policies, Risk Management Approach, Audit Committee	Not Assured
G4-SO3	No structured training, but we already communicated through policies and risk committee make more emphasis on this Issues	Not Assured
G4-SO4	No structured training, but we already communicated through policies and risk committee make more emphasis on this issues	Not Assured
G4-SO5	Zero, and M Power has enough measures to prevent and act for any case	Not Assured
MATERIAL ASPECT: PUBLIC POLICY		
G4-DMA	11- Strict No Policy for contributions to political institutions by country and recipient/beneficiary	Not Assured
G4-SO6	No contributions to any political institution by country and recipient/beneficiary	Not Assured
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	11-16	Not Assured
G4-SO8	None- We have observed no issues of non-compliance	Not Assured

Appendix D – IPIECA Index

Environmental Indicators		Page(s)
<i>E1</i>	Greenhouse gas (GHG) emissions	18-20
<i>E2</i>	Energy use	20-21
<i>E3</i>	Alternative energy sources	Not Available
<i>E4</i>	Flared gas	Not Applicable
<i>E5</i>	Biodiversity and ecosystem services	25-26
<i>E6</i>	Fresh water	23-25
<i>E7</i>	Other air emissions	18-19
<i>E8</i>	Spills to the environment	26
<i>E9</i>	Discharges to water	24-25
<i>E10</i>	Waste	24-26
Health and Safety Indicators		Page(s)
<i>HS1</i>	Workforce Participation	27-30
<i>HS2</i>	Workforce health	27-30
<i>HS3</i>	Occupational injury and illness incidents	29
<i>HS4</i>	Product stewardship	18-20,27-30
<i>HS5</i>	Process safety	27-31
Social and Economic Indicators		Page(s)
<i>SE1</i>	Local community impacts and engagement	9, 12-16,37, Appendix B
<i>SE2</i>	Indigenous peoples	Not Applicable
<i>SE3</i>	Involuntary resettlement	Not Applicable
<i>SE4</i>	Social investment	31-34
<i>SE5</i>	Local content practices	31-32
<i>SE6</i>	Local hiring practices	31-32
<i>SE7</i>	Local procurement and supplier development	14-16, 25-28,37
<i>SE8</i>	Human rights due diligence	34
<i>SE9</i>	Human rights and suppliers	34
<i>SE10</i>	Security and human rights	34
<i>SE11</i>	Preventing corruption	Good governance and risk management measures play deterrent role in preventing corruption
<i>SE12</i>	Preventing corruption involving business partners	Good governance and business ethics measures play deterrent role in preventing corruption among business partners
<i>SE13</i>	Transparency of payments to host governments	No Payments or tax are made
<i>SE14</i>	Public advocacy and lobbying	8-9, 38
<i>SE15</i>	Workforce diversity and inclusion	31-32
<i>SE16</i>	Workforce engagement	32-33
<i>SE17</i>	Workforce training and development	31-32
<i>SE18</i>	Non-retaliation and grievance system	34

Appendix E – Glossary

Qatar National Vision 2030: a long term vision that defines the outcomes for Qatar and provides a framework from which national strategies (and implementation plans) can be developed in order to meet Qatar's goal to "be an advanced society capable of sustaining its development and providing a high standard of living for all of its people."

Climate Change: a significant and lasting change in the statistical distribution of weather patterns over periods ranging from decades to millions of years.

Qatarization: an initiative by the government of Qatar to increase the number of Qatari nationals in all joint venture industries and government departments.

Corporate Governance: the system by which companies are directed and controlled. It involves regulatory and market mechanisms, and the roles and relationships between a company's management, its board, its shareholders and other stakeholders, and the goals for which the corporation is governed.

Sustainability: A state where the current generation can meet their needs without comprising the ability of future generations to meet their own.

Sustainability Management: the integrated management of economic, social and environmental issues in a manner that maximises value for all stakeholders.

Sustainability Report: an organisational report that gives information about economic, environmental, social and governance performance.

Global Reporting Initiative (GRI): A network-based organisation that produces a comprehensive sustainability reporting framework that is widely used around the world with the aim of the mainstreaming of disclosure on environmental, social and governance performance. GRI is committed to the Framework's continuous improvement and application worldwide.

Gulf Cooperation Council (GCC): is a political and economic union of the Arab states bordering the Persian Gulf and located on or near the Arabian Peninsula, namely Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and United Arab Emirates.

Greenhouse Gas Emissions: Gas emissions which contribute to the trapping of heat inside the atmosphere resulting in the Global Warming phenomenon.

Appendix F – Acronyms

ASHGAL	Public Work Authority	LTA	Lost-time accident
CEMS	Continuous Emission Monitoring System	LTI	Lost Time Injury
CEO	Chief Executive Officer	LTIF	Lost-Time Injury Frequency
CO	Carbon monoxide	LOC	Loss of Containment
CO₂	Carbon dioxide	m³	Cubic metre
CTO	Consent to Operate	M	Mesaieed Power Company Ltd
Deg C	Degree Celsius	Power	
DG	Regulations and Enforcement Directorate	MW	Megawatt
EHS	Environment, Health and Safety	MWh	Megawatt hour
EPC	Engineering, Procurement and Construction	MIC	Mesaieed Industrial City
ERP	Enterprise Resource Planning	MSCM	Million standard cubic meters
FSA	Fuel Supply Agreement	NO_x	Generic term for mono-nitrogen oxides
GCC	Gulf Cooperation Council	N₂	Nitrogen
GE	General Electric	NH₃	Ammonia
GJ	Gigajoules	OEM	Original Equipment Manufacturer
GHG	Greenhouse Gas	OHSAS	Occupational Health and Safety Assessment Series
GRI	Global Reporting Initiative	O&M	Operations and Maintenance
HR	Human Resources	ORMC	Operational Risk Management Committee
HRSG	Heat Recovery Steam Generators	PDCA	Do-Check-Act
HSE	Health, Safety and Environment	PPA	Power Purchase Agreement
IMS	Integrated Management System	PPM	Parts per million
IPCC	Intergovernmental Panel on Climate Change	QAFCO	Qatar Fertiliser Company
IIRS	International Financial Reporting Standards	Qatalum	Qatar Aluminium Limited
IPIECA	International Petroleum Industry Environmental Conservation Association	QVC	Qatar Vinyl Company
IPP	Independent Power Producer	QEWG	Qatar Electricity and Water Company
ISO	International Organization for Standardization	QR	Qatari Riyal
Kahramaa	Qatar General Electricity and Water Corporation	QNV	Qatar National Vision
kg	Kilogram	QP	Qatar Petroleum
Kj	Kilojoules	RO	Reverse Osmosis
kWh	Kilowatt per hour	SO_x	Refers to many types of sulphur and oxygen containing compounds
LHV	Lower Heating Value	SDIR	Sustainable Development Industry Reporting
		SCR	Selective Catalytic Reduction

Appendix G – Feedback Form

Why to fill that form?

We at M Power encourage all of our stakeholders to carefully read this report and provide their thoughts and ideas to us via email at sustainability@mpower.com.qa. Your feedback is important to us as we strive to support the sustainable development of Qatar.

Reader stakeholder group, I belong to the following stakeholder group:

☐ Kahramaa	☐ QP	☐ MIC	☐ Regulators
☐ Employees	☐ Contractors	☐ Shareholders	☐ Lenders
☐ Environment	☐ Other (please specify)		

Rating M Power 2013 sustainability Report, please give each question a number from 1 to 4, where 1 is poor, 2 is average, 3 is good, and 4 is excellent:

- » Does the report meet your information requirements? ____
- » Is the report open and transparent? ____
- » Do you find the report easy to understand? ____
- » Does the report have useful information? ____
- » How would you rate the overall sustainability performance of M Power? ____
- » How would you evaluate the commitments of M Power in the report? ____

Which section(s) did you find most useful?

☐ Sustainability Performance Summary	☐ What Does Sustainability Mean to M Power
☐ Delivering Clean, Efficient, and Reliable	☐ Reducing Our Environmental Impact
☐ Operating Safely at all Times	☐ Investing in People
☐ Financial Optimisation	☐ Good Governance

What do you like about the M Power 2013 sustainability report?

What do you not like so much about the M Power 2013 sustainability report?

Where did you find this sustainability report?

General comments

