

# the arabian sun

May 15, 2019 | vol. LXXIV, No. 20

a weekly Saudi Aramco publication for employees



## 30 years in the community

Residential Services hosts a dozen Dhahran residents who have called the company community home for at least the past three decades. Hear what some of them had to say about their second home on the Arabian Gulf.

see page 13

## how to protect intellectual property

Hard work and perseverance are two key ingredients in the continual pursuit of discovering new and patentable ideas, say innovators at a workshop sponsored by the Engineering Support Department in Dhahran.

see page 7



## citizenship in action

### rehabilitating and releasing sea turtles in RT

see page 3

A critically endangered hawksbill sea turtle makes its way toward the Arabian Gulf as Saudi Aramco employees, volunteers, schoolchildren, and community members cheer along the Ras Tanura beach. A total of four turtles — Barney, Flipper, Green Lantern, and Superman — were released after several months of successful rehabilitation in the Northern Area/Western Region Community Services Department's environmental biodiversity program in a key example of citizenship in action.

## inside this issue



### making invisible impacts visible

Saudi Aramco has always believed in the transformational power of its corporate social responsibility efforts, but how to tell that story and measure the effectiveness of such efforts are equally important.

see page 5

### knowledge is power vs. corrosion

Hundreds of pipelines professionals and subject matter experts meet in Dammam to learn about cutting-edge methods for protecting the company's vital network of pipelines at the Pipelines Corrosion and Inspection Technologies Forum.

see page 4



### keeping up with project management

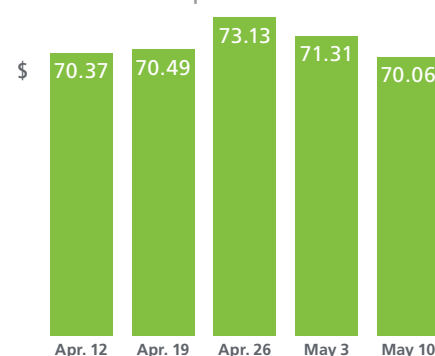
As the pressure increases on the construction industry globally to keep up with massive growth in energy demand, Saudi Aramco brings together project management subject matter experts to discuss strategies to streamline efforts in the field.

see pages 8 and 9



see page 10

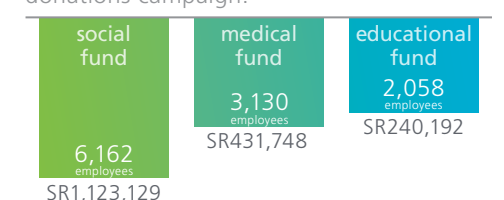
### OPEC basket five-week price trend 2019



### Saudi Aramco by the numbers

SR1,795,069

has been donated so far to the employee donations campaign.





# change management a critical success factor for Saudi Vision 2030

Yasser M. Tolba presents on "Communication Disorders and Possible Solutions" at the Association of Change Management Professionals Eighth International Conference in Riyadh. It's the first time the conference has been held in Riyadh.



Riyadh — The topic of change seems to be on the minds of everyone — from digital gurus to corporate consultants to political pundits. The problem is that without a structured approach to managing change, the benefits often fail to materialize.

Saudi Aramco's change management function has been working hard to change that.

Recently, four change management consultants with the Organization Consulting Department in Human Resources delivered a presentation at the Association of Change Management Professionals (ACMP) Eighth International Conference in Riyadh.

## 'an essential element for the future'

"Change management is an essential element for the future of Saudi Aramco, as well

as the Kingdom," says Syed M. Mukhtar, an ACMP board member. "We have been working tirelessly to call attention to this growing field. The recent conference was the result of three years of hard work, and we are very pleased with the results."

The hard work culminated in the conference being held in Riyadh for the first time, with high visibility governmental sponsorship from HE Sulaiman Bin Abdullah Al-Hamdan, the Minister of Civil Services.

The theme of the event — "The Successful Implementation of Saudi Vision 2030 through Effective Change Management" — was clearly focused on the needs of the Kingdom.

Change management's mission of accelerating the adoption, and driving, the sustainable results through a structured process was reflected by many speakers who

shared best practices of how to consistently improve the chances and quality of project success through the application of change management.

Additional topics of discussion included the role of change management in corporate and governmental transformations, cultural change, and the link between cultural transformations and performance.

The speakers' wealth of experience and the wide range of topics attracted more than 250 attendees from multiple ministries and a wide range of industries.

Saudi Aramco has provided speakers and participants to every ACMP conference held in the region so far, and the company has two senior change management practitioners who are on the regional ACMP board.

## 'communication disorders and possible solutions'

These factors have solidified Saudi Aramco's role as a key promoter of change management in the Gulf region.

Saudi Aramco change management consultant Yasser M. Tolba presented on "Communication Disorders and Possible Solutions."

The discussion focused on large-scale transformations, with Tolba providing a fresh perspective on why some techniques tend to decrease employee engagement and how to remedy this trend. The presentation was well-received, precipitating inquiries and requests for Saudi Aramco change management support — particularly from governmental agencies.

## your voice

# a volunteer voice from Ras Tanura Health Center



by Mohammed A. Al-Ghamdi  
Ju'aymah  
Mohammad.Ghamdi.64@aramco.com

Back in 2017 during a regular visit to the Ras Tanura Health Center, my wife voiced a valid concern to her doctor, who responded by asking her if she was willing to join the Patient Advisory Council as a volunteer member to share her experiences and comments.

My wife told the doctor that she believed her husband had the time and energy to contribute and support this committee.

A few weeks later I was approached by a Johns Hopkins Aramco Healthcare (JHAH) project team leader, who gave me information about this new initiative and the goals that they were trying to achieve. The exciting part that drove me to join the council is that I was born in the Ras Tanura clinic, and I know a lot of about the health center.

I believe it's my social responsibility to assist in pointing out positive and negative observations — knowing that this is one of the first Patient Advisory Council's in Saudi Aramco, and our work will pave the road for other councils to learn from our challenges and experiences.

The day I received the invitation to serve

on the council, I was hesitant to accept or reject it because of my past experiences with a medical relation group in resolving issues and concerns. But then I decided to attend the first meeting and see how the council functions.

Frankly speaking, I was touched by the team leader's positivity and transparency in accepting all highlighted concerns and ideas brought to the table. In order to improve medical care, as Ras Tanura patients, we need to work together and listen actively to all concerns.

At the second meeting, I suggested to the team leader that we had lots of thoughts on the table and needed to start implementing valid suggestions and resolve any concerns in a timely manner. From the initial feedback I received, I felt comfortable signing a two-year voluntary agreement to join the council.

By the third meeting, we were starting to see minor changes at the health center, and our concerns were being logged and prioritized in a professional manner with clear action. Yet we were hoping that things could be moving faster and smoother.

When we analyzed the data and comments logged in the system, it was clear that we had many items to work on with the council team in order to bridge the gaps and fill in the shortfalls. With management support, as a team we can promote the health center to achieve excellence.

The first year since I joined the council is almost over. We are seeking to extend our concerns and suggested improvements to JHAH and the Dhahran council, since some of the issues are linked to specialty clinics in Dhahran.

As a volunteer in Ras Tanura, I'm proud to say that as a team we have accumulated approximately 230 man-hours of hard work and dedication to voice the concerns of patients, and we have also been involved in finding solutions, in collaboration with the medical experts.

As volunteer members, we are obviously not experts in the medical field and we can't fix technical or competency issues, but it's our social responsibility to actively log our observations, suggestions, and complaints in the system to help the medical organization achieve its noble goals.



# citizenship in action

## nursing back to health and releasing sea turtles on the shores of Ras Tanura

by Charmain D. Ford

**Ras Tanura** — The Northern Area/Western Region Community Services Department (NAWR CSD) recently released critically endangered hawksbill sea turtles back into the Arabian Gulf after several months of successful rehabilitation in its internal sea turtle rehabilitation program.

The program emphasizes the importance Saudi Aramco places on citizenship and environmental biodiversity.

“Our community is so unique to have this beach where the turtles return year after year to nest and hatch,” said Nader D. Al Douhan, NAWR CSD manager. “This is something we all can be proud of.”

RT is one of the only places in the world where sea turtles rise from their ocean environment and make their way onto the beach to build a nest and lay their eggs. This special place along the beaches of Najmah is protected by law.

Unfortunately, natural predators do not heed these laws, and the eggs, nests, and baby sea turtles are subject to attacks from birds, foxes, pollution, and more. Only a very few survive the journey into the sea.

### a farewell to the four

Selected children from RT schools held up handmade placards with the four sea turtles names as they walked with the golf cart that carried the turtles from their recent accommodation to the place where they were going to be released back into the wild.

The community’s marine biologists and environmental specialists, volunteers, and children stood guard over two large containers where Barney, Flipper, Green Lantern, and Superman waited for their final farewell.

These juvenile sea turtles have been res-



Barney, one of four turtles nursed back to health, suffered from an acute case of sea barnacles.



Nader D. Al Douhan releases a hawksbill sea turtle back into the Arabian Gulf after it was nursed back to health in a rehabilitation program by the Northern Area/Western Region Community Services Department.

idents of RT since early January when they came ashore in a state of distress. Several community volunteers have been working with RT Community Services, in collaboration with the Environmental Protection Department (EPD), to care for the turtles.

Charmain D. Ford was the emcee for the afternoon, with Douhan and community volunteer Catherine McDaniel speaking.

“We collaborate with all of our stakeholders to implement environmental programs to sustain not only the turtle program, but additional programs, as well,” said Douhan. “We have been working with EPD to establish RT as a biodiversity stewardship area that will not only protect our natural dune area in the north of the community, but also recognizes its environmental value.”

Douhan also gave an account as to how the turtles came by their endearing names — from the keen imagination of the children.

McDaniel expressed her appreciation to the volunteers and their young children who came on a regular basis to help feed the turtles and bring water from the beach. She also pointed out the many groups that have assisted in one way or another, including the RT Women’s Group, which recently sponsored a campaign for a community cleanup for World Earth Day.

The volunteers cared for and rehabilitated the sea turtles. At one point it was thought that Flipper would not be released right away because he was not eating or swimming properly, but that problem cleared up. All four turtles received fluids, antibiotics, and responded well to their treatment.

### a community’s support

Speaking about community involvement and future projects, Douhan said, “We are the major stakeholders in the new man-

grove center being developed just outside our community, where we have led the mangrove replanting initiatives. None of this would be possible without the assistance and support from our diverse RT community. Today, I want to thank you all for making RT a leader in biodiversity and a real jewel in the crown.”

Douhan had the privilege and honor of releasing the first turtle, Superman, back into the sea, followed by the release of Barney by Kai Enter, Flipper by Kendle Enter, and finally, Green Lantern by McDaniel.

### McDaniel was emotional

“I tried not to become too attached to them, because I knew I would have to let them go one day. It was very hard, though,” she said, fondly recounting how Green Lantern kept looking back at her.

Like protective parents, the ladies watched what seemed like reluctant sea turtles climb over small mounds of sand to reach the shorelines. The waves lifted their little bodies into the water, gently carrying them out to sea.

This was not the end, though, as the ladies put out a notice to the volunteer community to be vigilant and continue to monitor the beach to ensure that none of their turtles return to shore. Also, they noted, they still have Iron Man, who was found in March. His release date will be later on in the year.

Many of the spectators at this event expressed just how happy they were to experience this moment, and have vowed to do more for the environment as a whole.

### the volunteers

Special thanks goes out to McDaniel, Kendle Enter, and Kai Lauritzen.

McDaniel is an environmental specialist

and marine biologist with more than 15 years of professional experience in wildlife and marine biology.

She has lived in RT for approximately 10 years and has been involved in many environmental initiatives, including the planting of artificial coral reefs just off RT’s shorelines. She is an active participant in RT’s schools where she shares her love for nature with the children while educating them through interactive demonstrations. McDaniel also assists at the Kennel Club and is currently working with NAWR CSD on a project to develop RT’s nature center.



Kai Lauritzen has a background in psychology and years of experience training and teaching a variety of skills and job related tasks.

Lauritzen has also taught children with learning disabilities and enjoys interacting with people, especially learning about their different cultures. This active mother of twin girls has lived in RT for the past five years and is vigorously involved in the caring and rehabilitation of the sick sea turtles that find their way to shore and other wildlife within the RT community.



Lauritzen also works on preparing educational material for children and the community, and participates in many of the school’s nature related activities.

Kendle Enter, also a marine biologist and animal behaviorist, is fairly new to the RT community, and has a wealth of knowledge and experience working with wildlife and marine life.

Her experience includes working with many different species including, snakes, turtles, alligators, lizards, eagles, bears, pumas, fox, sharks, stingrays, and the list goes on — not to mention turtle nesting sites. She has also given a number of tours and presentations on wildlife. From the moment she arrived in the Kingdom, Enter sought ways of putting her expertise to use, and is likewise working with NAWR CSD on a project to develop RT’s nature center.



Employees, volunteers, schoolchildren, and community members gathered on the shores of Ras Tanura to commemorate the returning of Barney, Flipper, Green Lantern, and Superman to their native habitat in the Arabian Gulf.





# 'knowledge is power' in fight against corrosion

by Scott Baldauf

**Dammam** — More than 250 pipelines professionals and subject matter experts gathered recently at the Dammam Office Building to learn about cutting-edge methods for protecting the company's vital network of pipelines at the Pipelines Corrosion and Inspection Technologies Forum.

Organized and jointly hosted by Saudi Aramco's Projects and Technical Support Department (P&TSD) and the National Association of Corrosion Engineers (NACE), the forum featured the theme "Pipelines Corrosion" — one of the greatest challenges not just for the company, but for the oil and gas industry worldwide. Repairs related to corrosion are costly, and corrosion issues can damage the environment.

Responsible companies such as Saudi Aramco, which has long taken a prominent role in environmental protection in the Kingdom, remain vigilant to ensure the integrity of their assets and their pipeline networks, from wellhead all the way to the customers.

Among the attendees were the executive director of Pipelines, Distribution and Terminals (PD&T) Abdullah M. Al Mansour, NACE regional office manager Gasem M. Fallatah, Pipelines general manager Mohammed A. Al-Hatlani, P&TSD manager Walid S. Al-Kulaibi, prominent vendors of corrosion-related services, inspection technology providers, and more than 250 delegates from various organizations across the Kingdom.

"This forum has come today to address a significant challenge in ... the oil and gas industry all over the world," said Al Mansour. "The annual cost of corrosion, which includes inspection, detection, correction, and prevention, according to a NACE impact study, is about \$2.5 trillion — about 3.4% of the annual global gross domestic product.



Abdullah M. Al Mansour examines soil samples and discusses the challenges of corrosion with a vendor and Waleed S. Al Kulaibi. They were among more than 200 corrosion experts attending the recent P&TSD/National Association of Corrosion Engineers Corrosion and Inspection Technologies Forum, held at the Dammam Office Building. (Photo: Ding/MPD)

"Today's event provides an opportunity for our community to share challenges, best practices, and new technologies, as well as knowledge related to corrosion control," he added.

## knowledge is power against corrosion

Just like high blood pressure is a deadly hidden danger for the human body, "corrosion is a silent killer" for Saudi Aramco's extensive pipeline network — among the largest in the pipeline industry worldwide — Al-Kulaibi said in an interview with *The Arabian Sun*. "This network's integrity is essential for Saudi Aramco to reach our customers. Corrosion can potentially lead to premature inadvertent outages if we don't take timely and proactive precautionary measures to inspect and maintain our pipeline network."

"Knowledge is power," Al-Kulaibi add-

ed. "That is what makes this forum important."

## presentations

After a brief presentation by Fallatah on the knowledge sharing possibilities of the global NACE network, Naim M. Dakwar, a senior specialist engineer with P&TSD, presented on some of the new technologies and solutions available for assessing the integrity of un-scrappable pipelines — such as those that are buried under roadways, in subsea locations, and in inaccessible areas above ground.

One of the most effective ways of maintaining pipeline integrity is by using specially designed tools that remove accumulated debris and residual liquids that can lead to corrosion. Additionally, Saudi Aramco is committed to safety and to the environment, which impels the company to find solutions that can reach even these previ-

ously unreachable pipelines to guarantee their structural integrity.

Other presentations included the following:

- "Three-step Corrosion Management Model" by Faisal Mutahar, an engineer with the Consulting Services Department (CSD)
- "Collaborative P&TSD/R&DC Soil Corrosion Researches," by Abdelmounam Sherik, a senior research science consultant at the Research and Development Center
- "Nonmetallic Applications in Pipelines," by Isaac E. Aguilar Ventura, an engineer with CSD
- "Stress Corrosion Cracking and Fatigue Cracking Management in Pipelines," by Nauman Tehsin, an engineer with P&TSD
- "Pipelines Inspection Standards Overview and Data Management in SAP," by Zeeshan Lodhi and Ahmad Al-Zahrani — engineers with the Inspection Department
- "Advancements in Pipelines Inspection Technologies," by Taher Al-Jundi of the Inspection Department

- "Corrosion Protection (CP) Modeling for Pipelines under Northern Area Pipelines Department," by Plamen Petrov, a quality control engineer with NAPD

- "Optimization of CP Systems under East West Pipelines Department," by Muhammad Sherwani, an engineer with EWPD.

The PD&T admin area does not limit its knowledge sharing to forums such as the one in Dammam, said Rami M. Al-Moaikeel, general supervisor for Pipelines Technical Support Division.

"We are also doing focused training on corrosion, integrity management, and various subjects," said Al-Moaikeel. "We recognized that with all the new technology coming, there was a gap that we would like to bridge. This is in line with Operational Excellence in our efforts for knowledge management."

# 'Our Future, Your Opportunity' SAOO PDPs gather at annual forum

by Racan Barnawi

**Abqaiq** — Southern Area Oil Operations (SAOO) recently conducted its annual PDP Forum, which was attended by members of SAOO management and more than 200 Professional Development Program (PDP) employees.

The theme of this year's event was "Our Future, Your Opportunity," emphasizing the importance of the PDP program to the company's future.

Abdul Latif M. Al-Odail, head of the SAOO Manpower Division, welcomed members of management and the PDPs, stressing the roles and expectations of the young professionals.

Following a safety moment, which highlighted the importance of cold and flu prevention in the workplace, the forum continued with a presentation titled "Lean Six Sigma Awareness" by Razwan Chaudary from the Organizational Consulting Department.

Chaudary outlined the methodology of Lean Six Sigma, its advantages to industry, and the broad principles underpinning this essential tool for operational effectiveness.

The event included two motivational and self-development talks from representatives of the Management and Professional Development Department.

## '3 Factors for Success'

The first of these was a thought-provoking session titled "3 Factors for Success" delivered by Jeff Melick, who described three fundamental components in develop-



Delegates browse a number of set challenges for participants as part of the recent Southern Area Oil Operations Professional Development Program (PDP) Forum in Abqaiq. More than 200 PDPs attended the event.

ing a successful and fulfilling career.

The PDPs were encouraged to consider these essentials: "Know yourself" (and your strengths/limitations), "find a good mentor" and "set financial goals."

The second session, titled "Discover Yourself: True Colors" was presented by Samar A. Bliwi. In her fascinating and interactive presentation, Bliwi explored the importance of emotional intelligence by knowing and understanding the different personality traits of others, and more importantly, yourself. She ended with a quote from the ancient Chinese philosopher Lao Tzu: "Mas-

tering yourself is true power."

The final presentation of the day was given by Naif Alhwoaikan from the Abqaiq Plants Maintenance Department and Abdulaziz Almasoud from Khurais Producing. Alhwoaikan and Almasoud recapped the successful implementation of the "Knowledge Exchange Program," which began with a suggestion at the previous PDP forum last year. Through the program, SAOO PDPs gain insight into the operations of other departments with hosted visits organized by the PDPs themselves.

The formal workshop came to an end

with an open session where the PDPs were able to ask questions of SAOO management, including vice president Khaled A. Al Buraik, and they also had the opportunity to respond with their own insights into employee development in general, and the PDP program in particular.

Al Buraik closed the forum, expressing his view that he was impressed by the commitment and hard work he'd seen. He encouraged the PDPs to take the opportunity to maximize their development by taking the initiative and working hard.

The event was well-received by attendees.

## 'a great opportunity to network'

"As it was my first time at the PDP forum, I thought it was a great opportunity for me to network and build relationship with other PDPs," said Racan Barnawi. "The topics discussed gave me a strong foundation for a successful career for myself and others. It was constructive and open discussion with SAOO management.

"The most interesting part was management's take on developing strategies to deal with adversity, conflicts, and tackling issues from an operational standpoint."

"The annual SAOO PDP Forum is a great opportunity to network with other SAOO PDPs whom I wouldn't normally get to meet," said Tariq Al-Harbi.

"It's great that we get the opportunity to ask questions to the VP, GM, and managers, and they are answered in a frank and straightforward manner," said Mohammed Alqahtani.



# measuring making a difference

## making invisible impacts visible

by Janet Pinheiro

**Dhahran** — It is an incredible feeling to have a job where you are paid to make a difference.

Whether assisting the company to protect and preserve our natural environment for future generations, or serving the needs of human progress and development, Saudi Aramco's Corporate Citizenship team sees the company deliver some staggering social impacts.

Saudi Aramco has always believed in its transformational power — leveraging its know-how and operational capabilities toward a range of corporate social responsibility (CSR) projects.

Last week, the company's CSR team received two days of hands-on training from social impact expert Monaem Ben Lellahom on how to accurately measure the impact of social investments.

Describing Saudi Aramco's CSR team as "genuine, passionate, and empathetic," with a "particular energy and enthusiasm for their work," the international expert said measuring social impact requires defining what to measure, and working toward identifying and qualifying the value created to the stakeholders touched by a company's programs.

"Measuring and quantifying the impact of CSR programs helps you to measure the magnitude of your impact," said Ben Lellahom. "Measurement and the evaluation of social impact has lacked a solid standard, but there are principles and the evolving practices that allow us to arrive at an efficient valuation based on facts and economic metrics."

### social spend an investment

Global expectations — such as accountability, transparency, and communication — of modern business have evolved, and Ben Lellahom defined Saudi Aramco as a "nation builder," meaning a company that is a significant economic and social force for a country.

Advising that corporations were strategically evaluating their social spend as an investment, he pointed to the United Nations 17 Sustainable Development Goals — the blueprint to achieve a better and more sustainable future for all — as

All Saudi Aramco employees contribute to the company's corporate social responsibility (CSR) work, and Rusha K. Al-Rawaf (center) said quantifying the value of CSR activities enables informed planning for future projects. (Photos: Hatim Oweida/MPD)



a \$12 trillion opportunity for the private sector.

### telling the company's CSR story

CSR acting director Rusha K. Al-Rawaf said Saudi Aramco has always been committed and dedicated to investing in people and the planet, and that everyone working at Saudi Aramco contributes to the company's CSR work.

"We have measured our impact using different tools throughout the years, and the team is excited to implement these new practices that will enable better management and storytelling around Saudi Aramco's impact on local, regional, and global communities," said Al-Rawaf.

Saying CSR best practice now covers both a past and future measurement, Al-Rawaf said "traditionally there has been a focus on retrospective measurement of CSR, but a prospective look of what's coming is just as important.

"Better understanding of the total impact value of CSR activities to each stakeholder enables informed planning for future projects, leading to sustained or improved impacts," she explained.

### measurement methodology

Ben Lellahom recommends organizations embrace measurement practices using one of the recognized standards, such as the "social return on investment" methodology — which includes defining the total invest-

ment of the project and its eventual impact.

Measurement involves engaging with the end beneficiaries to capture their change, then developing indicators of change and putting a value them using financial proxies and economic metrics. Doing so will allow for a calculation of the impact, and ultimately, the return on investment on the different stakeholders involved with the program.

Following the latest methodology, the CSR team worked out the social impact of actual company projects, broadly following three key areas: change indicators, monetization, and impact calculation.

### formulating indicators of change

Deciding what metrics will be used to measure change achieved by a program is a key to evaluating CSR, said Ahmed Alfadhel, public relations representative with the Corporate Citizenship Division (CCD). He explained that using metrics that go beyond the standard inputs and outputs facilitated a thorough evaluation.

"With a good set of indicators, the company can make more impactful CSR decisions," said Alfadhel. "For instance, rather than just measuring the total number of beneficiaries trained, we can be more specific and evaluate the number of beneficiaries gaining a set of skills, or how many started up their own businesses as a result of the program."

He said formulating indicators of change gave different perspectives on a CSR program's progress.

"First you identify meaningful benefits of your program, then you find a way to measure these benefits over time," said Alfadhel. "Finally, you check with the program's stakeholders about what benefits were gained. It might be a demanding investigation, but the results are worth it."

### monetizing the social change

CCD communications unit head Muhammad A. Alqhtani said CSR's personal impact on people is invaluable.

"The true impact of CSR projects is undoubtedly felt and seen through the eyes, smiles, and even handshakes, of appreciative beneficiaries," said Alqhtani. "However, when supported with correct financial data, the value of the personal impact on beneficiaries is made even greater."

Alqhtani said the workshop showed that although assigning an economic value for social change is challenging, it is not always impossible — people just need to look for monetary value.

"An invisible impact seems difficult to measure but by learning new quantitative ways to measure social investment, we assign an economic value, and make our invisible impact visible," he said.

### establishing and calculating the social impact

Hind Al-Saloum said the generation of social value was the combined result of resources, inputs, processes, or policies generating improvements in the lives of individuals, or society as a whole, describing it as a "stakeholder-driven story of how change is being created from the stakeholder's perspective.

"Social return on investment is an innovative approach to measure social value by placing a monetary value on change by comparing the resultant value with input cost to achieve the change," said Al-Saloum, a public relations representative with CCD.

"For example, a \$100,000 Ramadan health campaign for underprivileged families could return an estimated social value \$500,000 when you add the metrics of reduced hospitalizations, medications, and personal benefits participants gain.

"This shows that for every dollar invested, a social return of five dollars is achieved, giving a social return on investment ratio of five to one," she said. "We can use this ratio to target appropriate resources and better manage outcomes."



Corporate Citizenship Division representatives Hind Al-Saloum and Ahmed Alfadhel work on measuring the social impact of a Saudi Aramco CSR program at a two-day workshop delivered by an international social impact expert.



Social impact expert Monaem Ben Lellahom delivered two days of training on cutting-edge CSR measurement, describing Saudi Aramco as a significant economic and social force, and he said that calculating CSR gauges the magnitude of the company's impact.



# employees recognized for completion of critical Manifa Water Injection System Upgrade

by Zouhair Kaaki

**Tanajib** — The Manifa Producing Department (MPD) recently hosted a recognition ceremony celebrating the successful Manifa Water Injection System Upgrade.

MPD manager Mohammad H. Al-Ghamdi thanked the entire integrated project team and their management for completing the project three months ahead of the expedited schedule, with a clean safety record of more than 3 million man-hours incident free.

Following the opening remarks, a presentation was delivered highlighting the Flank 1 achievements by young MPD engineer Mamdouh F. Al-Anazi.

Project sponsor and Safaniyah Area Producing general manager Ali S. Al Ajmi said he was impressed, noting the project team demonstrated world-class leadership as they were able to resolve all of the obstacles faced along the way.

Project team general manager Fahad A. Al-Ammari indicated that this project sets the tone for upcoming projects, and that this success will be used as a benchmark for all upcoming projects in terms of safety records, team integration, and expedited schedules.



Dawood M. Al-Dawood thanks the employees who helped complete the Manifa Water Injection System Upgrade project safely and ahead of schedule. "Manifa has actually become the global arena, not only for one award but also for Saudi Aramco business. We have never failed throughout eight decades of production to deliver a barrel of oil," Al-Dawood said. (See additional photo on page 10). (Photo: Ding/MPD)

## critical project

The importance of the Flank-1 Replacement Project stems from its role in supporting almost 60% of Manifa water in-

jection requirements, which is critical to support the field's maximum sustained capacity and support meeting the demand of Arabian Heavy crude oil.

"The replacement completion timing of the new flank was just right, as the old flank operational life came to an end right at the time of starting the shutdown and switchover activities," said Al-Ghamdi. "Despite the challenges encountered along the way during all project stages, you as a team managed to deliver what you promised. During all project stages, you explored ways and means to expedite and accelerate this fast tracked project. You achieved results by deploying new technologies and engineering solutions."

## ahead of schedule

Northern Area Oil Operations vice president Dawood M. Al-Dawood thanked the team and all support organizations for reaching the goal three months ahead of schedule with an excellent safety record and providing daily briefings, as well as the leadership during the project.

"Manifa has actually become the global arena, not only for one award but also for Saudi Aramco business," said Al-Dawood. "We have never failed through-

out those eight decades of production to deliver a barrel of oil."

## recognitions

Integrated Project Team members came from the Manifa Producing, Offshore Projects, Northern Area Technical Support, Projects Procurement, Consulting Services, Process and Control Systems, Production Engineering and Well Services, Production and Facilities Development, Loss Prevention, Facilities Planning, Inspection, Environmental Protection, and Marine departments.

Those recognized included Mohammad Al-Bakri, Walid G. Elhaji, Mohammad H. Al-Qarni, Abdullah S. Al-Shaye, Mohammed T. Al-Muzairey, Hassan Al. Al-Basri, Nasser A. Al-Harbi, Faisal M. Al-Mutahhar, Mana H. Al-Mansour, Qasim Saleem, Tariq A. Al-Ghamdi, Luis A. Ortiz-Nunez, Abdulrahman B. Al-Otaibi, Redha A. Dhaif, Afeeq A. Al-Shammari, Fahad M. Al-Anazi, Abdullah A. Al-Shahrani, Saad M. Al-Qahtani, Saeed A. Salah, Roberto C. Romero, Ali M. Qasem, Abdulaziz M. Al-Ghamdi, Hadi A. Al-Qahtani, Riyadh H. Al-Ghamdi, Mamdouh F. Al-Anazi, Saad Al. Al-Shammari, Mohammad A. Al-Shammari, and Hamad S. Al-Dear.

# Inspection Department: re-thinking how we conduct our business to shape our future



Some of the 40 Inspection Department employees and representatives from various departments listen to a presentation during a two-day strategy review workshop offsite with the Fadhili Gas Program.

As part of the Inspection Department's (ID) quest for excellence and to ensure continuous alignment to corporate strategies, the department recently conducted a two-day strategy review workshop offsite with the Fadhili Gas Program.

The goal of the workshop was to conduct a comprehensive review of ID's functions, operations, services, and align the department's strategies with corporate strategic objectives.

The workshop was attended by 40 ID employees and representatives from a number of departments, including Strategic Planning, Technical Services Planning and Performance Management, Operational Excellence, and Facilities Planning.

Extensive pre-work activities were carried out, including internal and external stakeholder surveys, the identification of challenges and opportunities, as well as a review of current key performance indicators.

"Meeting the challenges of the future will require us to re-think how we conduct

our business at every level and enhance how we operate," ID manager Meshari M. Alshaikhmubarak stated while delivering opening remarks at the workshop.

In addition to minor revisions to ID's vision and mission statements, new strategic objectives were generated along with enabling initiatives and measuring targets, which will be incorporated in the 2020-2023 ID business plan.

## strategic objectives

- Reinforce best-in-class integrated quality management services to support corporate strategy
- Lead in inspection and robotics technology development and innovation
- Attract, grow, and retain quality professionals
- Provide cost effective quality services and manage risk.
- Promote quality culture and maximize local content.

# Hawiyah pioneers new tool in sustainable monitoring

**Hawiyah** — As a leading gas operations plant and driven by a commitment to protect the environment and assure continuous compliance with the government and the company regulations and standards — and as part of Operational Excellence process 5.2 "Environmental Protection" — Hawiyah Gas Plant (HGP) has created a greenhouse gas (GHG) emissions dashboard to ensure plant compliance.

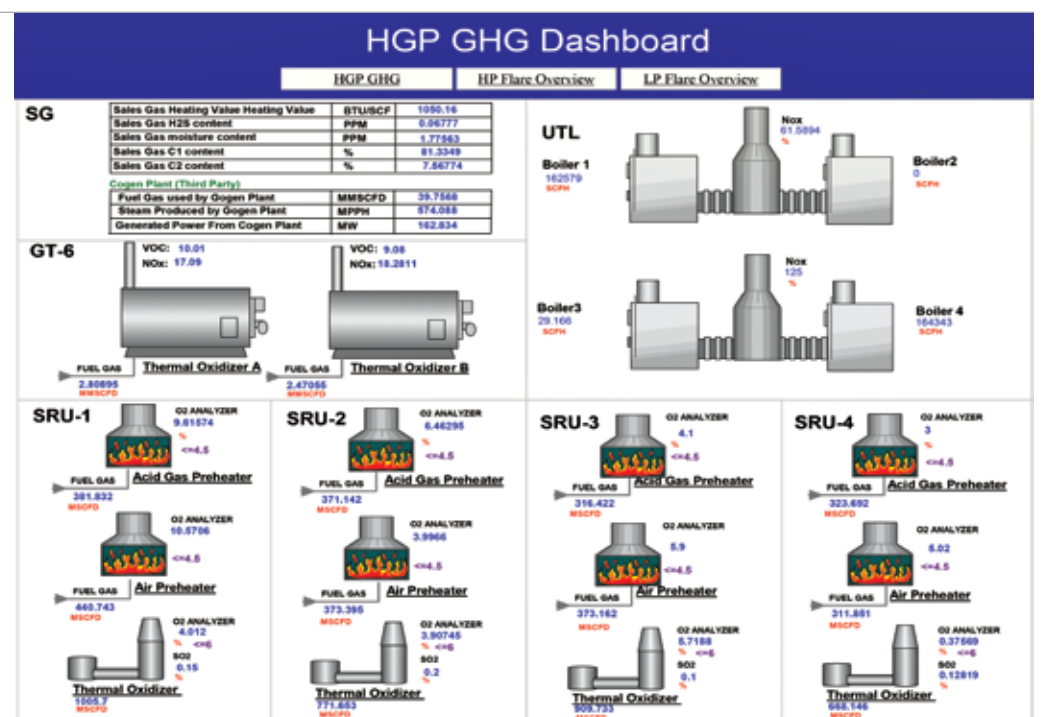
The dashboard is a proactive tool created to provide a visual representation of flare and fire equipment performance in real time.

The system is in operation and is being

used by plant teams and the environmental coordinator to detect emissions that exceed thresholds, and to take corrective action in a timely manner.

As a result, this tool has significantly improved GHG emissions of HGP in reducing fuel gas consumption — the major source of carbon dioxide (CO<sub>2</sub>) emission — by 149 million standard cubic feet, equivalent to 8,000 metric tons of CO<sub>2</sub>.

This dashboard provides a visual representation of flare and fire equipment performance in real time.





# how do you protect your intellectual property?

## engagement, dedication key to patentable ideas

by Michael Ives

**Dhahran** — Saudi Aramco employees with Technical Services were informed and inspired in their pursuit of technological breakthroughs through presentations delivered at North Park 3 Auditorium recently that addressed intellectual property and how perseverance can reap amazing results.

The workshop was full of personal stories of overcoming adversity, as well as tips on how to protect the hard-won discoveries that are happening across Saudi Aramco every day. Audience members left the auditorium engaged and inspired to strive for their best.

The Engineering Support Department hosted the Third Technical Service Patent Awareness Workshop to ensure that business line employees are aware of how to capture and protect intellectual property. This is primarily through perusing the development of patents.

Technical Services is driving the capture and protection of intellectual property through the granted patents key performance indicator, which is monitored by all levels of Saudi Aramco management.

Khalid K. Al Onaizi, acting manager of Engineering Support, pointed out that employees have a huge appetite for innovation and patents.

Numerous requests on how to patent their intellectual property, and who is responsible to file a patent, have been received as a result of a lack of awareness of the patenting process within Technical Services as a whole.

### 'inform, encourage, and support'

"We have some of the most talented individuals in the world and we must inform, encourage, and support them to file patents," said Al Onaizi.

He said Engineering Support is working to bridge any gaps to ensure the entire Technical Services talent pool is informed on what to do with their intellectual property and how to protect it.

Al Onaizi highlighted the fact that filing patent applications to capture and protect intellectual property is critical to the success of Saudi Aramco and the Kingdom. In 2018, a total of 51 patents were filed and 28 patents were granted within Technical Services. These patents covered intellectual property in a number of areas, including energy efficiency, downstream processes, inspection technologies, communications, process automation, and process control.

Engineering Support's Technology Management Division is dedicated to managing the patent process and is leading the charge with these workshops to get the message out to employees.

The team has published best practice SABP-A-174, titled: "Patent Filing" which provides guidance for inventors to file patents, and to establish instructions on patent filing submissions and evaluation in order to maximize the value of patenting within Engineering Services.

This document includes the structure, function, roles, and responsibilities of the Patent Review Committee with Engineering Services to improve patent quality and ensure they are more business relevant and product oriented. The best practice is in the process of being expanded to provide guidance throughout Technical Services.

### disagree with routine thinking

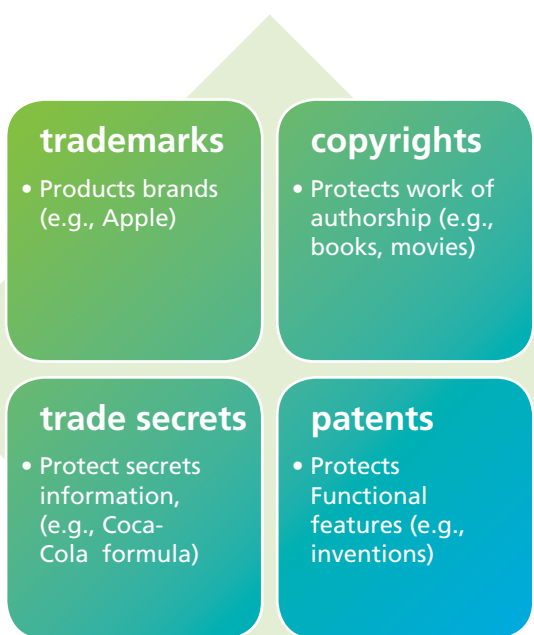
Mahmoud Bahy Nour Eldin, one of Saudi Aramco's most prolific patent filers, dared



Abdullah Abdullah encourages workshop attendees to protect those moments when inspiration strikes.



Brett Boyd advises the crowd to focus and persevere. (Photos: Yara Ziyad/MPD)



attendees to disagree with routine thinking, quoting leading creatives throughout history — including John Lennon and Louis Pasteur.

Nour Eldin cited the much quoted phrase 'necessity is the mother of invention,' "but I say," said Mahmoud, "greed is the father of invention," where striving for more and joining in collaborations can bring so much. He noted that through effort and persistence — and inspired by the guidance of senior management — Saudi Aramco is now in the top 300 companies judged by patent filing, and is second among oil companies.

Underpinning the inspiring message from Nour Eldin, Abdullah Abdullah, a specialist in innovation, took attendees through the process of protecting those moments when inspiration strikes.

Abdullah began his presentation by introducing the reasons behind the creation of intellectual property laws. These laws provide incentives to individuals by providing exclusive rights to their innovation for a period of time and allow them to obtain monetary reward for their sale.

In return, patent owners disclose their inventions to the community, which further promotes innovation and competition on a global scale. Abdullah followed the introduction by walking attendees through the different aspects of intellectual property law, including trademarks, copyright, trade secrets, and patents.

He proceeded to review the patent process for inventors by describing the milestone steps for filing and obtaining a granted patent — from submitting the patent disclosure to Technology Oversight Coordination's Intellectual Property Management group all the way to filling the application at the United States Patent & Trademark Office (USPTO).

Abdullah also shared the details of the process, which include filing disclosure forms, conducting a patent search, and USPTO office action response.

He explained the common pitfalls inventors face with filing out the patent disclosure

form such as:

- The need to fully describe the invention
- The know-how and technical aspects of the invention
- Identifying what is new and non-obvious
- Providing a full description of drawings and figures.

Addressing these common pitfalls on the front end of the process, said Abdullah, will shorten overall filing time and reduce USPTO office action clarification requests, which will reduce overall granting time.

He also discussed another critical step which is the patent search that helps the inventor determine if the invention is novel before the inventor and the company commits the resources necessary to obtain a patent. The search may include searching in databases of patents, patent applications, and non-patent documents such as scientific literature to ensure novelty.

### 'inventor pep talk'

Brett Boyd an engineer with the Facilities Planning Department, delivered an 'inventor pep talk' — inspiring the attendees with his own journey of overcoming his personal challenge of Asperger's. He noted that April was Autism Month, which was of particular resonance for him as he has three sons who have autism. He noted that the hyper-focus that Asperger's brings has proved hugely beneficial to him in his life as an engineer and inventor.

Boyd's advice to attendees was that there are four key qualities to being an industrial inventor — high intelligence, a driven personality, focus and perseverance, and hands-on experience.

Boyd highlighted the sheer force of will and perseverance Thomas Edison displayed when he tested more than 2,000 filaments in his pursuit of the electric light bulb. Quoting Edison, Boyd said, "Our greatest weakness is giving up."

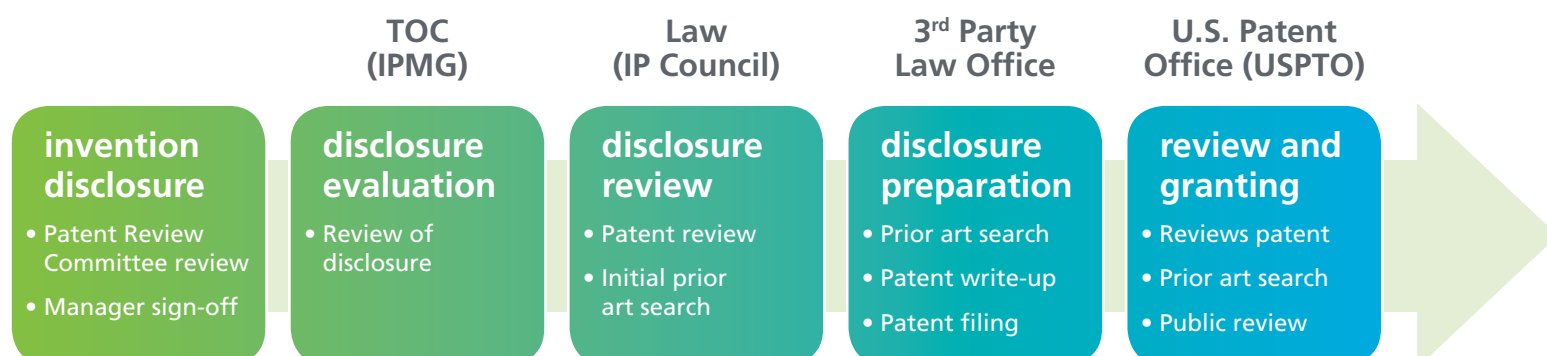
In particular, Boyd noted the perseverance he and many others have needed to show during the downturns in the oil and gas industry. He noted that adversity can indeed promote creative breakthroughs, such as his experience of finding significant cost savings by coming up with a solution to turn waste drilling mud into cement during the low oil price environment in the 1980s.

Turning to his time with Saudi Aramco, Boyd made particular note of the fact that at a company of our scale, a single idea can have positive global ramifications and potentially have an impact measurable in the billions of dollars. He closed his presentation with the much quoted truism, "the harder I work, the luckier I get," which no doubt echoed in the minds of the attendees long after they left the auditorium.

The patent awareness workshops have been received by over 400 employees to date, and as a result, there has been increase in patent filing applications within Technical Services.



Mahmoud Bahy Nour Eldin inspires the crowd to "think extraordinary."





# executing the world's subs

by Janet Pinheiro

**Al-Khobar** — Amid increasing pressure on the construction industry to meet the massive growth in the world's energy demand, Saudi Aramco recently shared project execution strategies with specialists who gathered in Saudi Arabia's Eastern Province to discuss the rising importance of effective project management.

Speaking from an al-Khobar area hotel located near the white-sand shoreline picturesque corniche, Saudi Aramco Upstream Project Management general manager Fahad A. Al Ammari told the Project Management Institute's (PMI) Saudi Arabia chapter symposium that the company has launched the largest expansion program in its history to meet the expanded global demand in crude oil, refining, and petrochemicals.

Al Ammari told the audience of more than 400 attendees that Saudi Aramco is currently managing and executing over 200 projects, including the concurrent implementation of a significant number of mega- and giga-projects.

## 'major competition for resources and supplies'

"This will create major competition for resources and supplies," said Al Ammari. "Major challenges include safety, skilled labor shortages, productivity, accurate estimates, project planning, and scheduling."

He added that Saudi Aramco was addressing these challenges through its agile and highly-competent workforce, transformation of its Project Management organization into a learning organization, and the deployment of innovative execution strategies as well as emerging technologies.

Al Ammari called upon the PMI to use the challenges as an opportunity for transformation.

"The local PMI chapter is well-positioned to study new construction trends, and facilitate opportunities to bridge the gap and implement concepts that can become enablers to transform the local construction industry," said Al Ammari.



Visiting Saudi Aramco's modern booth, which showcased iconic company projects, was Saudi Aramco engineer Zuhair M. Al Qahtani (left) and senior projects manager Eyad A. Al Buhulaiga, with Asem Alkadi (center) from the Ministry of Energy, Industry and Mineral Resources, who delivered a presentation on the Kingdom's renewable energy program.

## 'bringing standards up, but keeping costs down'

While welcoming the symposium's attentive audience, PMI KSA vice president Mohammed Hammad said projects were getting bigger, more complex, and more challenging.

With the World Economic Forum finding that 75% of major oil and gas capital projects executed between 2010 and 2014 exceeded their budget by an average of 50%, Hammad said it was critical to share knowledge across all disciplines of effective project management.

"Project management is not just about delivering successful initiation, execution, and close-out, but making a difference through bringing standards up but keeping costs down," he said.

"Project managers are the glue, bringing everyone together, and contractors are partners," Hammad advised, adding that the PMI offers its members local access to world-class training and certification, and

a platform for knowledge sharing on innovative execution models, lessons learned, and best practices.

The two-day conference covered three main areas of focus — effective project management, renewable energy projects, and digitization.

## project management leadership

"Projects can be good, or great," Abdullah S. Seflan, an engineer with Saudi Aramco's Project Management Office Department, said while speaking on the company's project management leadership.

Developed from decades of experience, Saudi Aramco's project know-how includes developments of all magnitudes and complexities, and Seflan outlined the company's processes, organizational structuring, and integration mechanisms used to achieve project success.

## risk-based inspection of capital projects

Inspection Department Quality Monitor-

ing supervisor Ahmed K. Al-Mulhim presented on shifting Saudi Aramco's inspections of projects from a "one-size-fits-all to a risk-based inspection."

Saudi Aramco's risk-based inspection, said Al-Mulhim, covers more than 1,400 inspection activities in all project phases, from proposal to close-out.

"Risk-based inspection optimizes company resource utilization, level of involvement, and is in line with international best practice," said Al-Mulhim. "It also standardizes best practices and set a baseline for continued improvement."

Providing an overview of the company's inspection model, Al-Mulhim said the focus was on high-risk activities.

"Using historical inspection records, a risk identification is firstly completed, then a risk analysis, and, lastly, a risk response plan," he explained.

## Saudi Arabia National Renewable Energy Program

The forum introduced the topic of renewable energy projects, which are emerging globally to create diversity in the energy market.

Asem Alkadi, the head of Technical Development at the Renewable Energy Project Development Office of Saudi Arabia's Ministry of Energy, Industry and Mineral Resources, spoke on the Kingdom's ambitious renewable energy plans.

Alkadi said that over the next decade, the Kingdom plans to create a global hub of renewable energy capability upwards of 200 GW, spanning the entire value chain from local manufacturing to project development, domestically and abroad.

He noted that the Kingdom is seeking to achieve 27.3GW of wind and solar power generation in the next five years, and 58.7GW over the next decade, of which 40GW will be generated from solar energy, with a further 16GW of onshore wind.

"A systematic and targeted renewable energy road map has been set out to rapidly diversify the Kingdom's domestic power supply, which will not only reduce

# Saudi Aramco project execution

200 current projects, with 12 mega- and giga-projects

planning phase

execution

Pre-Business Plan

Business Plan Development

Project Front-End Loading

Detailed Design and Construction

2018 2,500 MMSCFD Wasit Gas Program — one of ma



# Substantial project workload



Suleman A. Al-Bargan (far right) and Fahad A. Al Ammari (second from left) participate in a “Leadership in Capital Project” panel discussion at the Project Management Institutes’s Saudi Arabia chapter symposium. During the event, Al Ammari told those attending that Saudi Aramco has launched the largest expansion program in its history to meet the expanded global demand in crude oil, refining, and petrochemicals.

greenhouse gas emissions, but will also enable job creation, and catalyze economic development,” said AlKadi.

## potential world leader in energy storage

Saudi Aramco engineer Abdullah Alsubaie presented an overview of energy storage in Saudi Arabia, saying storage reduces CO<sub>2</sub> emissions, and provides for a more efficient and reliable supply of energy.

Providing an overview of three primary methods of energy storage — firstly, pumped hydropower; secondly, mechanical via compressed air, flywheel, electrochemical; and thirdly, chemical via hydrogen and natural gas — Alsubaie said Saudi Arabia could be a world leader in energy storage.

“Storage technologies are able to absorb and release energy when required,

and provide ancillary power services, which help benefit a power system, delivering tremendous benefits for system stability and security of supply, as well as helping to decarbonize energy supplies, and significant economic benefits,” said Alsubaie.

## IR 4.0 and digitization in engineering and project management

Project management is used for sharing and managing knowledge throughout Saudi Aramco, and cutting-edge technology can be found everywhere in the company’s workplaces: drone-based supervision and inspection, augmented reality, digital twin technology, 3-D printing and robotics, artificial intelligence and data analysis, wearable technology, connected devices, supply chain optimization and marketplaces, cloud services, and data storage.

Speaking on technology deployment in the construction industry, Project Management Office engineer Ahmad K. Al-Jughaiman said that despite the construction industry’s slow adoption of technology, Saudi Aramco is a proponent of technology deployment and has seen the benefits of deploying construction technologies.

“For Saudi Aramco, we tend to look at our long-term future. By slowly adopting technologies, one project at a time, we will reach a point where we see it becoming the norm,” said Al-Jughaiman.

## digital plant at your fingertip — anytime, anywhere

Digital transformation and smart manufacturing is being implemented by Saudi Aramco as a coined umbrella term — Integrated Manufacturing Operations Management System (imoms).

Unprecedented in the industry with such a magnitude in a greenfield project, imoms establishes an integrated digital plant and smart manufacturing cloud-based infrastructure.

Eyad A. Al Buhulaiga, acting senior projects manager with the Jazan IGCC Projects Department/TPI & imoms, told attendees that imoms is the first Saudi Aramco mobile-enabled digital plant platform, which



The emcee for the Project Management Institute symposium in al-Khobar — where effectiveness, renewables, and technology dominated the discussion — was Saudi Aramco Power Systems engineer Fai Aldossary, one of more than 30 upcoming project management professionals who volunteered to plan and implement the two-day event held in al-Khobar.

avails all operational data — inventory, quality, regulatory compliance, reliability, and integrity — at the authorized user’s fingertips.

“Saudi Aramco is converting from being a technology consumer to a technology producer, by developing 20 innovative integrated solutions,” said Al Buhulaiga.

## top global project delays

A worldwide synopsis of the top delays to oil and gas projects was presented by Yanbu’ Residue Project Division project manager Saleh A. Wadei.

At the top of the list, said Wadei, is “inadequate planning,” followed by “poor contract management,” and then “ineffective project management.”

Headquartered in the U.S., the PMI has 2.9 million members, and is the world’s leading project management association. The Saudi Arabia chapter commenced in 2017, and has more than 2,000 members. For information, visit <https://pmi-ksa.org/>

phase



Hand Over

ny iconic achievements



# The Holy Month Smoke Free



### Did you know that 12 hours after your last smoke

- Your body still hasn't removed 75% of the nicotine in your blood
- A third of the nicotine is still in your body
- Your blood pressure, heartbeat, and the temperature of your extremities are only just returning to normal
- Your nerve endings are only beginning to recover
- Your taste and smell is starting to return to normal



### During Ramadan, do the following to help you quit smoking

- Write down the reasons that motivate you to quit
- Set a quit date
- Ask for help from family and friends
- Decide how to deal with situations where you typically smoke
- Decide on whether to use a cessation aid or not
- Dedicate one place only for smoking and remove reminders in your house and car



### At Iftar

- Eat a light, balanced iftar followed later by several healthy snacks
- Drink plenty of water and juice
- Have breakfast in a non-smoking place
- Use medical nicotine gum to reduce withdrawal symptoms
- Be active every day
- Plan your Ramadan nights
- Spend more time around non-smokers
- Avoid food and drinks that you associate with smoking such as coffee and sweets
- Get sufficient sleep to help prevent cravings during the day
- Avoid excessive smoking before beginning your fast to prevent fatigue the next day



### During Ramadan

- Gradually reduce your smoking
- Spend the money you save on charity
- Cope with stress by reading the Qur'an
- Avoid stressful situations as much as possible

مرکز جونز هوبكنز  
آرامكو الطبي  
Johns Hopkins  
Aramco Healthcare

## spotlight



The Jazan Refinery Complex recently held a service award ceremony to honor total of 140 employees who have completed five to 20 years of continuous services within the company. The recognition highlighted how the employees and their families demonstrated dedication and commitment during their years of service. Those being recognized include: (20 years) Ali H. Mousa, Mohammed A. Ghamdi, Yasser A. Harbi, and Abdulrahman H. Yami; (10 years) Nasser H. Ahmadi, Abdu I. Al Masari, Mohammed H. Alroabai, Mohammed H. Hermes, Mohammed R. Sindi, and Abdulaziz M. Shahrani; (five years) Bandar K. AlGhamdi, Augustine N. Narda, Ali I. Jaafari, Ali A. Zain Ul Deen, Abdurlahman O. AlJohani, Abdulkarem R. Atty, Saeed A. Qhtani, Fahad H. Hakami, Essa H. AlZadani, Emad A. AlAnsari, Mazen A. AlShumrani, Mohammed A. AlGhamdi, Masoud T. AboDbeel, Maximo C. Valdez Jr., Kamrul Alam, Majdee A. AlAmodi, Saeed M. AlGhamdi, Thamer M. Ashgar, Ibrahim A. AlShehri, Warren B. Modina, Saad A. AlHersh, Krina Kumar Satravu, Majed M. Qaysi, Adel S. Hermes, Majed M. Qaysi, Adel S. hermes, Patrick John S. Estilo, Rajeshkumar K. Patel, Fahad S. Juhaini, Yaha AlLoghbbi, Hassan A. AlMagrashi, Eisa A. AlMalki, Moath S. AlSerhani, Abdullah S. AlShehri, Mohammed A. AlYami, Mohammed H. AlYami, Mohammed H. AlYami, Mohammed A. Asiri, Mohammed S. Bilal, Meshal M. BinSalman, AlHusain Y. Fifi, Ali A. Fqiri, Mohammed A. Jamaher, Hafez A. Kaabi, Mohammad S. Khabi, Sultan Y. Mazeed, Mohmmad A. Mbarki, Ibrahim H. Mshrfi, Amer R. Mujammy, Yasser M. Othman, Abdullah A. Qaisi, Yahya A. Qis, Ameen M. Sahari, Yasser H. Shabi, Salem A. Yami, Yahya A. Asiri, Mosli A. Muammar, Anas F. AlZahrani, Majed I. Alghamdi, Khaled A. Mushram, Omar M. Mohammed, Saleh S. Alazahrani, Ahemd S. AlZahrani, Ibrahim M. AlKheewini, Saleh A. AlAbbas, Saleh A. AlAbbas, Alexander J. Kane, Sai Kumar Moturi, Parasuraman Natarajan, Andres A. Rodriguez Sarmiento, Juan J. Elwart, Frank. A. Heriquez, Nathan C. Hughes, Ashishkumar N. Kachoriya, Luis A. Saldivia Salvatierra, Ahmad M. AlAosimy, Khalid S. Bashmeel, Abdulrahman H. Hazmi, Tushar Ragho Desale, Abdulkareem A. Zahrani, Abdullah S. Al Baalharith, Majed A. Jafari, Khalid A. AlZhrani, Amin A. Al Mthria, Mohammed J. Hubani, Abdulaziz S. AlQhtani, Naif A. AlShahrani, Fahad M. Farhan, Abdalazez M. Mobarake, Hamad Y. Mobarki, Ameer H. AlSharif, Mahdi D. AlAbbas, Abdullah M. AlShehri, Amjad E. Mubarak, Ahmad H. Howeshali, Ibrahim Y. Musrahy, Nasir Z. AlAmri, Mahdi N. AlFar, Abdullah A. AlGarni, Ayed A. Asiri, Morad S. AlSulami, Fahad S. Azwari, Ahmed A. Moukli, Saif S. AlNimari, Khaled M. AlAmmari, Mohammed A. AlGashmari, Abdullah A. Gazwane, Abdulrahman I. Sahli, Waleed M. Hakami, Faisal M. Gamdi, Ahmad A. AlQarni, Hadi A. Hakami, Bander A. AlShahrani, Bijad S. Aljabri, Mansour S. AlJohani, Mohammed S. AlGhamdi, Ali M. Haroobi, Ahmed A. Moharra, Ramez S. Naseeruddin, Mohammed F. Salmah, Haitham A. Johani, Abdulelah B. Khoja, Jamal Hammami, Ahmad Asiri, Abdulmajeed A. Amoudi, Nasir H. AlTalidi, and Yasser M. Abairy.



Integrated Project Team members on the Manifa Water Injection System Upgrade project were recently recognized for their efforts in completing the project safely and ahead of schedule. The team members came from the Manifa Producing, Offshore Projects, Northern Area Technical Support, Projects Procurement, Consulting Services, Process and Control Systems, Production Engineering and Well Services, Production and Facilities Development, Loss Prevention, Facilities Planning, Inspection, Environmental Protection, and Marine departments.



# Pipelines launches three Toastmasters clubs simultaneously

by Mohamed T. Afzal

**Dhahran** — A Pipelines Human Resources (HR) committee recently launched three Toastmasters clubs simultaneously within the organization, with a goal of enriching the communication and leadership skills of employees.

The three clubs were launched in the Southern Area Pipelines Department (SAPD) based in Abqaiq, Northern Area Pipelines Department based in Dhahran, and the Eastern Area Pipelines Department based at Pump Station 3.

## the importance of communication

An inauguration of the three clubs was attended by Pipelines general manager Mohammad A. Al Hatlani, and SAPD manager Usamah A. Musabbeh, who also serves as chairman of the Pipelines HR committee.

The inauguration, held under the theme of "Aspire" was also attended by 60 employees from across Pipelines, including Professional Development Program participants, foremen, and selected field and engineering personnel.

In delivering opening remarks, Al Hatlani emphasized the importance of communications and leadership in all aspects of our working lives.

Al Hatlani further stressed the potential benefits of such an initiative for the entire Pipelines workforce. Al Hatlani pointed out that even the best engineers with brilliant technical skills cannot reach their full potential if they cannot communicate their talent and it does not go beyond themselves.

## a place to hone communication skills

Also in attendance were representatives

from the Saudi Aramco Toastmasters Club, including director Soliman M. Almadi, who spoke about the background of the Toastmasters movement worldwide and detailed the structure of clubs — both inside the Kingdom and within the company.

Almadi detailed the Toastmasters program from all of its aspects — particularly noting that it is more than just a place to hone speaking skills.

He highlighted the international mission statement of Toastmasters International which states, "We empower individuals to become more effective communicators and leaders."

The inauguration concluded with an actual Toastmasters session involving some of the audience members, facilitated by the current director of Saudi Aramco Toastmasters Clubs, Rami M. Jawad. Assisting Jawad were Toastmasters members from different clubs in Saudi Aramco, including Rowena Rahman, Farheen Sait, Tariq Bayounis, Karimah Whittaker, Safa Malik, Amani Haikal, Nur Breacher and Maryna Patapenka.

The enthusiasm shown by some of the younger members of the Pipelines workforce was clearly evident in their willingness to participate at such an early stage. This interactive aspect of the inauguration ceremony demonstrated a typical Toastmasters session.

## helping in the workplace

Al Musabbeh commented on this recent initiative in the context of the HR committee's work.

"To put things into perspective, the Pipeline HR committee has focused on enriching the Pipelines human capital with genuine and practical experiences," said Al Musabbeh. "The committee principally believes that such genuine enrichment will be



Soliman M. Almadi, director of the Dhahran Saudi Aramco Toastmasters Club, gave attendees a background on the Toastmasters movement worldwide and how the clubs are structured.

realized through crafting effective initiatives that are truly aligned to the needs of the Pipelines workforce."

He noted that the committee has conducted extensive research and numerous benchmarking studies to construct a comprehensive plan that addresses Pipelines' human capital needs. The plan, said Al Musabbeh, consists of numerous tailored initiatives focused on filling these needs with applicable and tailored initiatives.

"Noteworthy among these are the Pipelines Toastmasters Clubs, which I believe will make a step change in the communication and leadership skills of our current and future generations," said Al Musabbeh.

## a short history of Toastmasters

Toastmasters, which originated more than 80 years ago, is a non-profit, non-governmental organization dedicated to bringing about better human understanding across cultural borders through better communication and leadership.

It is well known for its public speaking program, but also has excellent programs that focus on cultivating effective leadership, teamwork, and facilitation skills. There are also far-reaching benefits to the corporate environment, including an increase in employee morale and loyalty, and improvement of overall employee productivity.

# 'Crikite' celebration brings Dhahran community together

by Chiara Ciampricotti Iacoangeli

**Dhahran** — The Dhahran Cricket Association (DCA) recently invited the community to take part in "Crikite," a major event hosted at DCA's brightly green grounds in Dhahran.

The annual family-friendly event proved to be a huge success yet again.

DCA is a self-directed group under the supervision of Dhahran Recreation that engages community members in cricketing events and tournaments. It even provides coaching opportunities with visits by international stars. In addition to the sporting events, DCA also conducts social events, exclusive for their members as well as for the community.

Involving nonmembers with association activities is part of the SDG's core mission. President Farooq A. Khan, with board members Nadir Khawaja (vice president), Qadeer Ahmed (secretary), Salman Kaleemi (treasurer) and a trove of volunteers, made their cricket fields a place for everybody with an entire evening of food, kites, and cricket.

After the event, DCA members received very positive feedback from the community throughout Saudi Aramco.

## magical kites above

The DCA's huge, open air zone saw an unceasing fleet of colorful kites floating in the sky until 9 p.m. Attendees could buy their favorite style of kite and handle it with dexterity, flowing as the wind blew.

Children gathered, lifting their eyes toward the sky to take part in a lithe game of small rhombuses, running after the kites, and pushing them until they were suspended above their heads. The kites flitting back and forth provided a sense of wonder for the children, creating a magical atmosphere all-around.

Meanwhile, back on the ground, there was a bevy of fun-filled activities to enjoy. Music blared as a clown handed out smiles, while children congregated at the bouncy castles where they could jump and bounce freely. Others chose more sedate activities such as face painting and henna.



There was also a vast choice of food, including barbecue, shwarma, burgers, fries, ice cream, and much more. Tables set up around the grounds allowed attendees to take in the pleasant weather while enjoying their food.

## a cricket competition or two

On the smaller fields, there were two cricket competitions — one involving children's teams, while women played on another field.

The coaches underlined the skills of the winners, but even more evident was the spirit of the bond among players, who shared the moment by congratulating each other.

*The skies over the Dhahran cricket pitch filled with kites during the recent "Crikite" event. Organized by the Dhahran Cricket Association, the event features a wide variety of activities, ranging from cricket demonstrations to kite-flying opportunities to international cuisine and more. On the smaller fields, there were two cricket competitions — one between children's teams, with the other one involving women's teams. (Photos: Chiara Ciampricotti Iacoangeli)*





# DTA's Davis Cup Challenge a smashing success

Davis Cup co-coordinator Stephen Hoyer stretches for a winning point during one of his matches at the tournament. More than 70 club members participated in the event. Hoyer was pleased with the tournament, specifically how each of the eight team captains employed their strategies in seeking victory. "Each day, seeing the lineups come in as they were submitted by the captains, it was very interesting to try and decipher what each team's strategy was," he noted.



by Wendi T. Monson

**Dhahran** — The Dhahran Tennis Association (DTA) recently hosted its second annual Davis Cup tournament. Although a fledgling event, the now annual event has quickly built a reputation as the DTA's most exciting competition.

Eight captains were chosen from more than 70 club members who participated. Teams were formed using a National Football League style draft, which was held at the home of DTA treasurer Dina Hancock.

"The draft was a very unique addition to this year's event," said DTA president John Seungjun Oh. "This type of team selection added a strategic layer to the competition. Captains had to balance choosing players from different skill levels and genders, and figure out how they would best be utilized in a team format."

## six main objectives

The DTA had six main objectives for the event:

1. **Get as many people involved as possible.** This year's event boasted a record registration of 64 players, with an additional eight players coming on board as substitutes during the competition.

2. **Have participants compete in different events.** The event structure required competitors to play in at least two of the three different events — singles, doubles, or mixed doubles — over the course of the week. Some participated in all three.

3. **Make new connections teaming participants with others they may not normally play with.** This contributed to new friend-

ships being formed, with players from all backgrounds sharing a common love for the game of tennis.

4. **Build team spirit.** Because this was a team event, the focus wasn't on individual success. Rather, captains had to decide schedules and lineups based on "what will it take for my team to be successful?" Color coordinated team uniforms, with fun headband and wristband accessories, were provided for Team Red, Team Purple, Team Royal Blue, Team Black, Team Gray, Team Orange, Team Green, and Team Light Blue. Seeing all the different colors at the courts, whether playing or supporting from the sidelines, made for a friendly and exciting atmosphere.

5. **Have competitive matches.** While this format did result in a few "blowout" individual matches, the teams were overall quite evenly matched. In fact, entering the last round-robin matches, every team in the competition was still mathematically alive to make it to the semifinals.

6. The last and final goal of the DTA board, and the main vision for the Davis Cup event, was **for all participants to have fun.** Feedback from the players showed that this goal was accomplished with flying colors.

## deciphering strategy

Davis Cup commissioner Stephen Hoyer was extremely pleased with the outcome.

"Each day, seeing the lineups come in as they were submitted by the captains, it was very interesting to try and decipher what each team's strategy was," said Hoyer. "The task was not to win an individual

event; it was how to come up with a lineup that would deliver wins in three events, when you didn't know what your competitor was doing. How the captains balanced their stronger and weaker players to achieve the team win was fascinating. It also translated into a lot of fun for the players as they played for, and then cheered, their teammates on each night."

The best match of the event was a mixed doubles pairing in the semifinals. Louise Van Der Merwe and Muhammad Khan, playing for the Team Red, faced off against Lucia Lince and Syed Baqir Ali from the Team Green. This intense match lasted almost two hours, not finishing until 11:30 p.m. Both sets went into tiebreakers, and even the deciding super-tiebreaker was extremely close. All four players were exhausted after putting on such an exciting display of tennis.

Team Red, under the direction of long-standing DTA member and team captain Bella Carswell, progressed to the finals, and eventually came out victorious over the Team Gray, led by team captain Lanre Oshinowo.

## 'strong camaraderie'

"The DTA Davis Cup brought together a fun group of competitive tennis players from around the community," said Carswell. "Our team was successful against very tough opponents. I believe that strong camaraderie helped us to win our matches. Everyone contributed to the success of our team and we were thrilled to come out victorious."

Van Der Merwe, who is also the DTA Ladies Doubles League coordinator, remarked that "One of the standout characteristics of our Davis Cup competitions is the grand amount of players that come out to support this event. The teams consisted of all skill levels, which really encouraged team participation and strategy. All of our team members played at least three matches, and I thoroughly enjoyed them as both a player and a spectator."

She added a message for those considering playing next year, saying that they should not hesitate, no matter their level of play: "Dust off those racquets and get on the courts!"

In addition to Carswell, Van Der Merwe, and Khan, the members of the winning team included Hadi Almansour, Jianwu Jiao, Shoukat Memon, Britta Hollrah, and Jennifer Leiker. Imad Abdul Samad, Tariq Aziz, and Mike Phillips also participated as substitute players.

All of the team captains, including Oshinowo (Team Gray), Lince (Team Green), Badhri Ramanujam (Team Royal Blue), Fuhao Quin (Team Black), Basma Badruddin (Team Purple), Michelle Degitis (Team Orange), and John Oh (Team Light Blue), also deserve special mention for their tremendous efforts in supporting this event.

## 'team spirit'

DTA vice president and Davis Cup competitor Erika Hursan summed up the event perfectly, saying "Tennis, for the most part, is considered an individual sport. Therefore, it is always special when we have a chance to participate in a team event. The Davis Cup offered the perfect opportunity for that. There were countless examples of team spirit throughout the tournament. Teammates were supporting each other, competing for each other, and strategizing and celebrating together."

If you, or someone you know, is interested in learning to play tennis, or in joining the DTA as a player or supporter, please feel free to contact us at: [dhahrantennisassociation@gmail.com](mailto:dhahrantennisassociation@gmail.com).



The Dhahran Tennis Association's second Davis Cup tournament not only offered a chance to be immortalized on this classic trophy, but it also provided players with the rare opportunity to participate in a team event. "There were countless examples of team spirit throughout the tournament," said DTA vice president Erika Hursan.



Team Red, under the direction of longstanding DTA member and team captain Bella Carswell, progressed to the finals, and eventually came out victorious over Team Gray, led by team captain Lanre Oshinowo. Red Team members included Jenn Leiker, Britta Hollrah, Louise Van Der Merwe, captain Bella Carswell, Hadi Almansour, Imad Abdul Samad, and Jianwu Jiao. Missing from the photo are Shoukat Memon, Tariq Aziz, and Mike Phillips.



# celebrating 30 years of Dhahran residency

## longtime employees share memories, advice

by Janet Pinheiro

**Dhahran** — To mark more than 30 years of living in the Dhahran community, the Saudi Aramco's Residential Services Division recently hosted 12 residents and their partners to a luncheon of memories and merriment at Ad Diwan Hall.

The laughter started early when, to a background of past and present community photos, standup comedian and fellow Dhahran resident Rehman Akhtar welcomed the guests with a little light-hearted banter about embracing cultural differences, community living, and travel.

"Adding a little interactive comedy spice went down well with the guests' wide range of nationalities," said Akhtar.

Saudi Aramco works to make its residential communities to be a wonderful place to be, and longer-term residents contribute significantly toward maintaining happy living and working environments for everyone.

The anniversary event recognized residents partnering with the Dhahran Community for more than 30 years, explained Residential Services Division head Turki Rayyani, who described the luncheon as a "memorable gathering not only for the residents, but for all of us."

"The residents' continuous feedback was one of the main sources we utilize in our ongoing journey to improve the services we provide," said Rayyani. "Our target is to build a lifestyle community that is nourished by its residents."

### as things change, friendliness a constant

Sharing in the fun and happy memories were Dhahran residents since the 1980s, married couple Peter Thacher and Sarah Sherbrooke, who love the community's lifestyle and their house.

Speaking from their home in Ash Court, the couple said it was humbling to be recognized and thanked at the event.

"We have spent our entire adult lives here and have had a terrific time," said U.K.-born Sherbrooke.

With new additions, improvements, and ongoing renovations, very little over the years has stayed the same in Dhahran, and Sherbrooke said the number of restaurants and sports facilities has increased substantially.

"What has remained constant is the friendliness of the international residents," she said.

A water lover who grew up spending summers on an island in Maine, U.S., Thacher enjoys using the community's range of swimming facilities, and one of his favorite places is Half Moon Bay, where he was chairman of the Yacht Club for 25 years.

"Dhahran is a simple quality of life. I can bicycle to work in five minutes, but also be working for one of the world's most significant companies," he said.

### a diverse place to call home

Clinical dietitian Laila Khashan, who came from Jordan in 1987 to work at Dhahran hospital, says Dhahran is her home.

"I have lived here for 32 years, and the people at the hospital and in the community are my family," she said. "It's a good place to learn about different cultures."

A regular user of one of the community gyms and swimming pools, Khashan said the camp's range of recreational facilities



The Dhahran Recreation Library is one of the favorite places for resident Laila Khashan to visit. The library offers Arabic and English fiction and nonfiction books, media materials, magazines, and newspapers.



Sarah Sherbrooke enjoys evening walks on the pedestrian path around Dhahran's 18-hole golf course, where well-maintained natural grass fairways lined with treed areas host a variety of local and migrating birds, as well as local wildlife.



Peter Thacher swims regularly at the Hills swimming facility, which is open until 10 p.m. each night, has two 25-meter pools, a children's pool and outside jacuzzi, a nearby café, gym, and tennis courts.

has grown over years.

"There's so much to do," she said. "My favorite place is the library. It has a good selection of reading material, and it's convenient to the café, restaurant, bowling alley, and cinema — and a good place to meet and catch up with friends."

Traveling to other company locations in her earlier career to deliver dietary services, Khashan said patients today are better informed about health care.

"The young generation are highly edu-

cated and they are using the internet and the technology smartly," said Khashan.

### privileged to celebrate the decades

Irish nurse Mary Watters, who moved to Dhahran in 1986, loves living in Saudi Arabia and felt privileged to attend the anniversary event, describing it as "delightful."

Watters, who has lived in four Dhahran locations over the years, said community residents have so much to be grateful for.

"When your home requires any form of maintenance, you just dial 939, and everything is fixed at no charge," Watters said.

"The natural settings around the community are spectacular, with trimmed gardens that are beautifully maintained under sometimes challenging climatic conditions," she added.

A regular user of many of the leisure activities available — free exercise facilities, art classes, and adult education evening classes — Watters admires the camaraderie and teamwork among residents.

"Nationalities from all over the world live and work very well together," she said. "We are a great example to the rest of the world."

### witnesses to history

Central Community Services Department manager Meshaal S. Al Khaldi acknowledged the value recipients of the 30<sup>th</sup> anniversary residency trophy have brought to the community.

"They have witnessed how Dhahran developed and flourished from its humble beginnings into a world-class community," he said. "The facilities and services currently available are the result of Central Community Services Department's close relationship with residents," said Al Khaldi. "The department stays in tune to the needs of the population and will always seek the residents' invaluable feedback and suggestions to further improve the community."

### elegant urban oasis

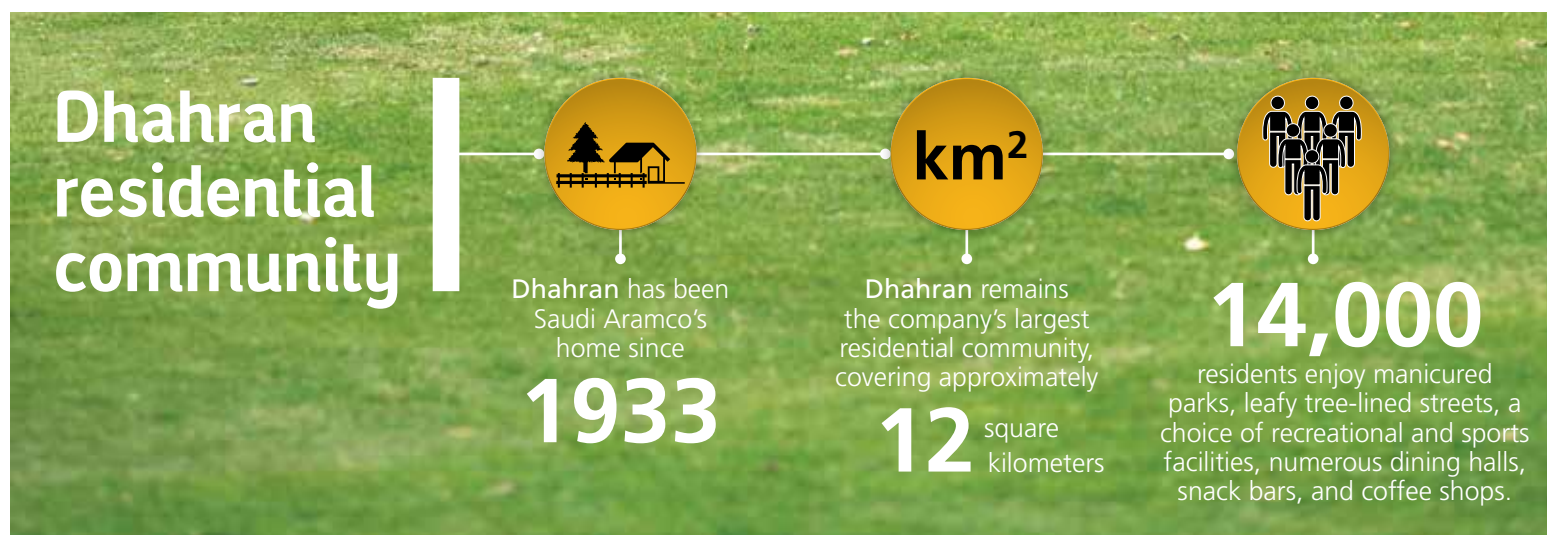
Rich in history and heritage, Dhahran has been Saudi Aramco's home since 1933. It is the site of Saudi Arabia's first oil discovery — Dammam Well No. 7 — later renamed Prosperity Well.

Covering approximately 12 square kilometers, Dhahran remains the company's largest residential community and has evolved into an elegant urban oasis for about 14,000 residents, who enjoy manicured parks, leafy tree-lined streets, and an extensive choice of recreational and sports facilities, as well as numerous dining halls, snack bars, and coffee shops.

The community has a variety of accommodation, comprising houses, townhouses, and apartments, as well as single-room accommodation for people, and a recently added new area of larger homes named "Jebel Heights."

Newly opened, "Dhahran Suites" offers hotel-style accommodation for camp visitors.

Like the company's other communities, Dhahran inhabitants represent most of the world's nationalities, religions and cultures, and, as Saudi Aramco employees, share a sense of commonality and comradeship.







# Ithra movies

## in cinema

### Ithra Heroes Adventure

A collection of engaging children's animations that integrate science, technology, engineering, art, and math.

May 15, 16, 18, 20, 21, 22  
1 p.m.

### Predator X

After a startling discovery in southern England, scientists investigate the skull of what could be one of the largest marine predators ever discovered.

May 15, 16, 17, 18  
9 p.m.

### Peter Pan: The Quest for the Never Book

To get the best of the day filled with fun and folly, the traditional Pichipock games have been organized for the Lost Boys, Native Tribes, Peter, Tinker Bell, and the Darling family.

May 15, 16, 17, 18  
11 p.m.

### David Attenborough's First Life - Part 1

David Attenborough takes a journey back in time to discover how the very first animals developed on our planet.

May 18  
2 p.m.

### David Attenborough's First Life - Part 2

David Attenborough takes a journey back in time to discover how the very first animals developed on our planet.

May 16, 20, 21, 22  
2 p.m.  
9:30 p.m.



## Energy Exhibit Theater



### Conquest of the Skies

Evolutionary story of flight from the very first insects to the incredible array of creatures, which rule the skies today.

May 16, 18, 20  
May 17  
1 p.m., 10 p.m.  
10 p.m.



The Arabian Sun is a weekly publication issued free of charge by the Corporate Communication Support Department for Saudi Aramco employees.

North Admin Building, Room AN-1080, C-05A, Dhahran, Saudi Arabia  
Telephone (013) 876-0374  
Email: publishing@aramco.com  
ISSN: 1319-156X  
Articles may be reproduced provided The Arabian Sun is credited.

Editors: Jamsheed Din, Todd Williams  
Editorial staff: Musherf Alamri, Eamonn Houston, Scott Baldauf, Jeff McCoshen, and Shaistha Khan.  
Designer: Husam Nasr.

Articles and coverage can be requested through the company's CRM system. Correspondence may be addressed to the editor, North Admin Building, Room AN-1080, C-05A.



Saudi Arabian Oil Company (Saudi Aramco) is a joint stock company, with certificate of registration number 2052101105, having its principal office at P.O. Box 5000, Dhahran, Postal Code 31311, Kingdom of Saudi Arabia, and with fully paid capital of SAR 60,000,000,000.