

the arabian sun

December 23, 2020 | Vol. LXXV, No. 50

a weekly Aramco publication for employees

Aramco to bring Google Cloud Services to Saudi Arabia

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Google Cloud



Preparing the leaders of the future

Company program develops leaders at all levels

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Excellence across the board

Company's commitment to excellence receives local and global recognition

see pages 2 and 3



With its 22 man-made islands, Manifa is a keystone of articulated and eloquent development, while safeguarding the environment and creating innovative solutions. The project won the Award of Excellence: Upstream Transformation, at the recent Platts Global Energy Awards.



You have the power to defeat it

COVID-19 is still a threat. But we have the advantage to defeat it. Because the virus needs us to survive and spread.

Don't give it that chance.



Global and local recognition testament to excellence



The company continues to seize prestigious awards in various sectors

Six departments in Aramco win the King Abdulaziz Quality Award in its fifth session

Dhahran — Six Aramco departments were announced as winners of the King Abdulaziz Quality Award during its fifth session on Monday. The award is organized under the patronage of The Custodian of the Two Holy Mosques King Salman bin Abdulaziz Al Saud, and it honors public and private sector establishments for their institutional excellence in a way that enhances competitiveness in these sectors and the quality of their services.



Amin Nasser

The winning departments in Aramco were the East-West Pipeline Department, the Hawiyah Gas Plant Department, Khurais Producing Department, the Yanbu' Refinery Department, the Mechanical Service Workshops Department, and the Computer Operations Department. The award was also won by the Saudi Aramco Total Refining and Petrochemicals Company (SATORP), a joint venture between Aramco and the Saudi Total Refinery Company, and the Yanbu' Aramco Sinopec Refining Company Ltd. (YASREF), a joint ven-

ture between Aramco and Sinopec.

"The company's winning of this award, which bears the name of its founder, King Abdulaziz, is a high achievement that we are proud of, and it confirms that we are following the same approach of focusing on

excellence in our performance in all company sectors," said Saudi Aramco president and CEO Amin Nasser.

"And the generous patronage of it by The Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud indicates the great importance of the award, and its pioneering role in supporting and encouraging national institutions to excel and raise the levels of quality in their work."

Nasser continued that due to COVID-19 the year was a difficult one for business. But the awards are a testament to the company's ability to face challenges with flexibility.

The awards are an example of excellence in action across all Aramco departments. Winning these awards also represents another step in Aramco's journey toward achieving its vision of becoming the leading integrated global energy and chemicals company, which will reflect in the operating performance of all its facilities.

Sustainability recognition for Aramco and JV Luberef

By Eamonn Houston

Dhahran — Aramco's Seawater Injection Department (SWID), its Western Region Distribution Department (WRDD), and joint base oil venture Luberef, have been recognized as "Top Performers" in sustainability in one of the Kingdom's most prestigious awards.

The King Khalid "Sustainability Awards" measure the ability of organizations to create competitive advantage through applying the best sustainability practices in commercial operations, while contributing to the social, economic, and environmental objectives of the Kingdom.

The King Khalid Foundation formally announced the organizations that were ranked as the top 10 performers for the King Khalid Sustainability Award.

This year, due to the COVID-19 pandemic, physical site visits have not been conducted and the gala will not take place.

The winners are recognized under the patronage of The Custodian of the Two Holy Mosques, King Salman bin Abdulaziz Al Saud.

Excellence

Salah A. Al-Juaidan, manager of



SWID, said, "As one of the 'Top Performers' it marks as a testament to the effective frameworks instituted by Aramco's leadership.

"It is also a demonstration of how SWID employees have embraced and built on those frameworks within our unique operational context," he added.

SWID operates the Qurayyah Sea Water Plant (QSWP) and its associated pipeline network.

QSWP is a flagship accomplishment for the company and industry. It achieves significant savings of groundwater by treating and injecting seawater to support oil and gas production. QSWP's annual maximum capacity of groundwater savings is as much as the industry's total annual groundwater consumption in the Kingdom.

"Sustainability has always been a governing principle in our decision making, whether in operations, maintenance or

engineering. By treating seawater to support oil and gas production over the past four decades, SWID has been sustainably preserving scarce groundwater resources for the generations to come," said Al-Juaidan.

WRDD commitment to excellence

Reacting to being recognized as one of the "Top Performers," Abdullah M. Al Ghamdi, manager of WRDD, said that it reflected a continued commitment to excellence and transformation.

"This award reflects the commitment and dedication of all leaders and employees at WRDD to achieving the goals of Aramco's Operational Excellence program and WRDD's vision to be a world-class distributor of high quality petroleum products.

"WRDD has placed sustainability at the core of its operations through promoting sustainable and socially responsible practices and initiatives in all aspects of its business and outreach programs," Al Ghamdi said.

WRDD manages facilities located from the north of the Kingdom in Tabuk, to the south in Najran on the western side of the Kingdom.

It operates and maintains 10 bulk

plants, two terminals, four air bases, and three strategic sites.

WRDD supplies 58% of the total refined petroleum products demand in the Western Region, as well as providing critical services to major government entities.

It also provides key support to the major religious events of Hajj and Umrah.

Key strategy for Luberef

Luberef president and CEO, Tareq Al-nuaim, said that sustainability is a key strategy for the company, in which Aramco holds a 70% interest.

"Our latest Group II base oil products and our new byproducts, such as ULS diesel, are environmentally friendly and produce lower sulfur emissions," he noted.

"Furthermore, our Corporate Social Responsibility program supports and engages with local communities in many unique programs.

"Being recognized as a 'Top Performer' is very important to both the company and employees since it sends a message that Luberef cares for its employees, community, and environment, and that in reality, is the essence of sustainability."

Aramco has been honored with two accolades at the S&P Global Platts Global Energy Awards, held virtually in New York

The company's vice president of Northern Area Oil Operations (NAOO), Dawood M. Al-Dawood, received the Lifetime Achievement Award, while Aramco's Manifa Project received the Award of Excellence: Upstream Transformation.

1. Lifetime achievement

Aramco's people are its greatest asset, and the Lifetime Achievement Award collected by Al-Dawood recognizes institutional and individual innovation, leadership, and performance.

Al-Dawood, who has 37 years of administrative and technical expertise spanning the hydrocarbon value chain, was recognized for his achievements with Aramco — reinforcing the competency of the company's leaders and its proven model for directing operations and developing its workforce.

"I am honored to receive this prestigious award," said Al-Dawood. "I would like to thank Platts, the judges, the organizers and all involved in this event. I would also like to thank my peers at Aramco for their support, dedication and encouragement, without which I would not be able to speak to you today. Finally, I would like to thank my family for their patience and perseverance."



Dawood M. Al-Dawood

Al-Dawood's award is a prime example of individual competencies and professional merit instilled at Aramco, serving as a testament to the company's longstanding efforts to cultivate team spirit and cooperation.

Aramco achieved this environment through equipping employees with the

skills necessary to tap into their creativity, turn their ideas into reality and by encouraging each employee to improve their knowledge and ability through internal training and development programs.

These programs include vocational training and academic courses, such as the Advanced Degree Program, and ensure that the company's future leaders follow in the footsteps of Al-Dawood, helping the company overcome challenges of the present, and achieve its strategic objectives well into the future.

2. Manifa comes out on top

In winning the Award of Excellence: Upstream Transformation, Manifa was competing with seven other projects. With its 22 man-made islands, Manifa is a keystone of articulated and eloquent development, management and production of the world's fifth largest oil field while safeguarding the environment and creating innovative solutions.

Aramco clearly demonstrated its commitment to the environment, emissions reductions, safer extraction techniques and investments in technology, while providing economic benefits.

"Manifa is extraordinary. It combines creativity, determination, and our engineering prowess to delivering solutions to the seemingly impossible. It is a global triumph of engineering, nature, and human spirit," said Abdul Rahman A. Al Ghamdi, manager of the Northern Area Well Completion Operations Department while accepting the award on behalf of the company.



Aramco honors 13 Saudi manufacturers at the 2020 Local Manufacturers Quality Awards ceremony

Dhahran — As part of Aramco's continuous endeavors to foster a quality focused culture within the local industry, the Inspection Department recently hosted the 2020 Local Manufacturers Quality Awards ceremony to honor and recognize distinguished Saudi manufacturers for delivering high quality products.

The event, which was held for the third consecutive year, took place on Dec. 16 at the Fourth Industrial Revolution Center, Dhahran, and was sponsored by Aramco's Engineering Services. Awarded manufacturers' representatives attended the ceremony, and received a formal recognition while maintaining COVID-19 precautionary protocols. The ceremony was also remotely attended through live streaming by more than 200 attendees within the industrial sector.

The recognition of the manufacturers' quality excellence reveals Aramco's dedication toward promoting quality culture within the local industry, and encouraging healthy competition of Saudi manufacturers at national and global levels, despite the challenges imposed by the pandemic.

"Aramco appreciates the local manu-



Some of the winners of the 2020 Local Manufacturing Quality Awards pose with Jamil J. Al-Bagawi.

facturers' success in demonstrating resilience by maintaining a high level of quality despite the ongoing pandemic," said Jamil J. Al-Bagawi, Aramco's acting executive director, Engineering Services.

"This high level of reliability in the local industry is precisely what empowers the Kingdom's Vision 2030 to promote local content. By recognizing the efforts of Saudi manufacturers, we see the perseverance of the 'Made in Saudi Arabia'

trademark and the continued trust of its customers," he added.

"Unleashing the full potential of the local manufacturing sector is one of Aramco's initiatives to contribute to the local industry by supporting Saudi manufacturers to be globally competitive. This reflects Aramco's commitment toward quality, safety, and excellence," said Inspection Department manager Bader A. Busbait.



Dawood S. Al-Gosaibi, managing director of the Arabian Pipe Coating Co., the first winner in the sector of large companies, attended the ceremony and expressed his appreciation to Aramco for the recognition.

The winners

This year's winners in the sector of large companies are:

- Arabian Pipe Coating Co.
- Saudi Modern Company for Cables
- Zamil Air Conditioners Co.
- Alasia Steel Factory Co. Ltd.
- Al-Qahtani Pipe Coating Industries

In the sector of small- and medium-sized companies, the winners are:

- Industrial Valves Manufacturer
- Erne Fittings Middle East Co. Ltd.
- Specialized Oil and Gas Engineering Co.
- TECO Middle East Electrical and Machinery Co. Ltd.
- Abdulla Fouad Impalloy Ltd. Co.

During the event, three manufacturers were also recognized for the best improvement in terms of quality:

- Honeywell Turki Arabia Ltd.
- Zamil Steel Industries
- Binzagar Factory for Insulation



Aramco teams up with Google Cloud to offer high performance service in-Kingdom

Dhahran — Aramco Development Company, a subsidiary of Aramco, this week announced it had teamed up with Google Cloud to offer high-performance, low-latency cloud services to customers in Saudi Arabia.

The Kingdom is being added to the global network of Google Cloud Platform regions, as part of a strategic alliance agreement signed between the company and Google Cloud this month. Google Cloud will establish and operate a new cloud region in Saudi Arabia, while a new company will be formed following all required regulatory clearances to supply cloud solutions and services to customers, with an emphasis on businesses inside Saudi Arabia.

This new cloud region will allow organizations nationwide to grow and scale their offerings, while delivering digital products and services faster and more reliably. The collaboration taps into

the rapidly expanding cloud services' demand in Saudi Arabia, which is forecasted to reach a market opportunity up to \$10 billion by 2030.

Increased dependence on online services during the COVID-19 pandemic has further accelerated the shift toward digital solutions. The rollout of Google Cloud services and infrastructure in Saudi Arabia will deliver robust, reliable, and agile solutions to meet the growing demand for IT and cloud services.

Aramco senior vice president of Technical Services, Ahmad A. Al Sa'adi, said, "We live in a world driven by data, and it is essential that companies not only have secure infrastructure to protect enterprise data, but also the tools that enable them to make the best use of it. Bringing Google Cloud to Saudi Arabia will deliver significant benefits, both now and in the future, and we are grateful to the Ministry of Communications and

Information Technology for supporting this initiative. The future of Saudi Arabia's business transformation and growth depends on its ability to successfully leverage cloud services."

Google Cloud CEO Thomas Kurian said, "We are committed to helping businesses modernize and accelerate their digital transformations with Google Cloud. With this agreement, Google Cloud's innovative technology and solutions will be available to global customers and enterprises in Saudi Arabia to enable them to better serve end consumers."

Google Cloud offers its customers multiple solutions, including artificial intelligence, smart analytics, data management, security, infrastructure, and application modernization. It delivers these services globally while matching 100% of the energy used to power its operations with renewable energy.

Aramco and Cognite establish joint venture to accelerate industrial digitalization

Dhahran — Saudi Aramco Development Company, a subsidiary of Aramco and Cognite AS ("Cognite") have signed an agreement to establish a joint venture "JV" as part of their strategic digitalization partnership.

Aramco and Cognite will establish a new company that will focus on digitalization in Saudi Arabia and the broader Middle East and North Africa region. The JV will develop, distribute and deploy end-to-end digital and advanced solutions for customers across industries, including oil and gas, power and utilities, manufacturing, and shipping.

The solutions will enable the digital transformation of companies through

production and yield optimization, predictive maintenance, workforce digitalization, advanced safety measures and a reduced environmental footprint of industrial operations. The JV will leverage Cognite's flagship industrial data platform, Cognite Data Fusion, as its core technology and will harness state-of-the-art cloud capabilities for data hosting, analytics, and artificial intelligence.

Aramco and Cognite expect the JV to be operational in 2021, following receipt of all required regulatory clearances.

Aramco senior vice president of Technical Services, Ahmad A. Al Sa'adi, said, "Aramco has pursued an

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saudi aramco



COGNITE

ambitious Digital Transformation Program with the goal of transforming the company into the world's leading digitalized energy corporation, maximizing value for shareholders and spearheading digital innovation in the energy sector globally. The JV with Cognite strives to create advanced end-to-end digital software solutions in Saudi Arabia, which will maxi-

mize local content, contribute to GDP growth, create new jobs, accelerate digital talent development and sustain Aramco's resilience."

Øyvind Eriksen, president and CEO of Aker ASA and chairman of Cognite's Board of Directors said, "We are committed to making our strategic partnership with the world's largest integrated oil and gas company a resounding success. We believe Aramco's deep operational expertise, combined with Cognite's track record of developing and deploying industrial software for digital frontrunners, will be a powerful catalyst for the commercial success of the JV and the advancement of digital transformation across heavy asset industries."

Live from Aramco: campaign promotes ethics awareness

Dhahran — Procurement & Supply Chain Management (P&SCM) recently organized a Procurement and Business Ethics Live Streaming Awareness Session to all Procurement and Supply Chain Management customers Kingdomwide. This is a biennial campaign that strives to enrich employees' ethical knowledge in the fields of procurement and supply chain. This campaign was a joint effort between P&SCM, Internal Auditing, and Corporate Compliance. The campaign's focus and messages were based on five main areas: Supply Chain Code of Conduct, Ethics and Conflict of Interest, Fraud and Corruption, Anti-Corruption, and Insider Trading. The campaign invitation was extended to 12,000 employees Kingdomwide, and it was conducted over a three-week period through the Shahed platform.

Khalid Alhajri, the Operation Procurement manager and Ahmed Al Zahrani, Material Logistics manager, gave the opening remarks in the sessions about the importance of such campaigns in raising employee's attention regarding the business ethical standards and practices. They also emphasized the importance of presented topics as they addressed the sensitive aspects of procurement roles.

The Supply Chain Code of Conduct

The code of conduct presentation discussed several policies and procedures related to employees involved with external parties on daily business activities. It strived to raise the ethical behavior throughout the supply chain, and minimize the possibility of unethical practices due to negligence and unfamiliarity. Mohammed Alabdulhadi and Ahmad Alhudaifi from the P&SCM Compliance Group emphasized the need and importance of a Supply Chain Code of Conduct that applies to all supply chain stakeholders.



The attendees were also reminded to complete the new Supply Chain Code of Conduct e-Learning course, which is mandatory for all employees involved in procurement and supply chain operations.

Business ethics

The Corporate Business Ethics Office (CBEO) presentation focused on conflicts of interest and why ethical behavior is important for the employee and the company. In addition, Jarod Pepper from CBEO shared real-life examples of unethical scenarios that took place in Aramco in recent years. Most importantly, the consequences of these behaviors were shared with the audience to demonstrate the company's policies and seriousness toward such behavior.

Fraud and corruption

Fraud, with all its multiple faces, were explained to the audience by Kazi Rahman from Internal Auditing. The presen-

tation touched on ethical dilemmas and provided the audience with a valuable checklist to determine and deal with such cases. In addition, speakers shared with the audience tips on how to detect red flags throughout the different procurement stages. They also explained how to deal and react to such scenarios. Multiple case studies were shared with participants to explain the company's policies toward such practices.

Insider trading

The Insider Trading presentation reminded attendees that employees may not trade in the securities of any company, particularly Aramco or its subsidiaries, if they possess material nonpublic information. Information is material if it would influence the investment decision of a reasonable investor. Information is nonpublic if Aramco has not widely shared the information, examples of material, nonpublic information were presented by Brian Webb from Corporate Compliance.

Anti-corruption

The Anti-Bribery Anticorruption presentation generally informed attendees about the anti-bribery laws applicable to Aramco. The relevant laws are not limited to the Kingdom of Saudi Arabia, but also the laws of other countries where the company conducts business. William Rice and Mugdha Kelkar from Corporate Compliance discussed the principles contained in company policies implemented to combat improper behavior, such as General Instructions on Gifts, Meals and Entertainment, Sponsored Travel, and Integrity due Diligence. Finally, the presentation offered examples of penalties imposed on other multinational companies who were found to have violated relevant anti-bribery laws.

To highlight the employees' responsibility toward the company, all the presentations were concluded by discussing the importance of reporting unethical practices and sharing the proper channels for reporting such behaviors.

The audience expressed great appreciation and interest in such campaigns. Feedback from attendees was mainly positive. Multiple attendees stated that the workshop was great and that the Supply Chain Management Compliance Group (SCMCG) should consider scheduling more of these sessions and making this a biannual requirement. In addition to that, audience members hoped for more interactive sessions with additional real life cases. Generally, attendees were happy with SCMCG's excellent preparations and organization of the session.

SCMCG will continue their efforts in conducting similar campaigns in 2021, and will extend it to include external parties, including Aramco suppliers and contractors.

Aramco strengthens partnership with the Construction Industry Institute

Aramco extended its partnership with the Construction Industry Institute (CII) at the University of Texas by signing a Memorandum of Understanding (MoU) to foster excellence in project execution and best practices for large capital engineering and construction projects.

The MoU calls for several major initiatives striving to further enhance the company's position among industry leaders through establishing world-class professional development resources and certification programs for Aramco and the construction industry. This includes: development of a new industry leading Construction Management certification program; work with the CII chapter in Saudi Arabia at the King Fahd University of Petroleum and Minerals to incorporate CII practices into Aramco's project management framework; and the creation of specialized project management training and development tracks within Aramco.

This year marks the 30th anniversary of Aramco's membership with the organization based at the University of Texas School of Engineering. Aramco has been recognized by CII, a nonprofit consortium



of owners, engineering contractors, and supplier firms, for its excellence in the planning and management of large construction projects.

Representing Aramco, from Dhahran, were Ahmad A. Al Sa'adi, senior vice president of Technical Services and Motaz A. Al Mashouk, executive director of Engineering Services, along with representatives from the company's Project Management Office Department (PMOD).

"We are very pleased to renew this valuable partnership after so many years of constructive collaboration," said Al Sa'adi. "We have a long history of working with CII and making important advancements when it comes to large engineering and construction projects."

Al Mashouk noted that forging the MoU in the middle of a pandemic was a notable achievement. "We are finding new ways to adapt and innovate as we pursue operational excellence despite adversity," he said.

Khalid Y. Qahtani, PMOD manager, added, "We are excited to further the partnership with CII and the University of Texas."

Aramco's U.S.-based subsidiary, Aramco Americas, supported the development and coordination of this MoU.

During the virtual signing ceremony,, officials from the University of Texas described the event as "a significant day for the University of Texas as we take another step in our important relationship with Aramco."

Alison Preston, vice president for Research, University of Texas, detailed Aramco's association with the university beginning in 1988 with a reservoir characterization study conducted by the Petroleum Engineering faculty. Over the past 32 years, the company has continuously funded research, helping to create important innovations in geology, chemical and petroleum engineering, and advanced computing.

Participating in the signing ceremony was Stephen Mulva, director of CII, and Carlos Caldas, associate professor in Civil, Architectural and Environmental Engineering and the director of the university's Construction Engineering and Project Management Program.

CII leadership acknowledged the time and experience Aramco employees have brought to the capital projects industry through involvement with various CII committees. Since 2006, Aramco has sent 20 employees through CII's Executive Leadership Program at the university's School of Business.

Developing leaders to navigate a challenging world

By Maytham Al-Musawi

Aramco has always recognized the essential role leadership plays in driving excellence and achieving success, especially in a changing and challenging business environment, where the energy industry is going through a transformation toward a more sustainable future.

The Management and Professional Development Department (M&PDD) coordinates developmental efforts, working with internal and external partners to develop exceptional, inspiring and forward looking leaders at all levels.

"We deal with a rapidly evolving landscape in the energy sector, where we have huge challenges ahead of us. Aramco is constantly growing, and has very ambitious plans for the future," said Colin M. Sloman, director of M&PDD.

"To address these challenges, and achieve these goals, we need to develop leaders at all levels with the right mindset and skills, to motivate individuals and teams, and drive organizations to realize the company's vision," he added.

M&PDD adopts a broad and holistic view of leadership, where leadership is not just a position, but also a behavior. In a general sense, leadership is about mo-

tivating teams toward achieving a common goal. But this requires the mindset of all employees to be accountable for their own leadership behavior and stay focused on Aramco's ambitious goals.

To develop this mindset, M&PDD offers a whole range of leadership programs, as well as assessment and coaching services that help to realize leadership potential, support growth, and drive performance.

World-class development experience

A key element of developing leaders at all levels in Aramco is the programs offered by the Leadership Center, which was inaugurated in Ras Tanura in September 2010.

Over the past 10 years, more than 130,000 participants have benefited from the programs offered by realizing their potential, and developing critical leadership skills.

The Leadership Center offers internationally recognized programs — as well as custom designed programs, which set to develop a variety of competencies that leaders at all levels require.

"Our mission at the Leadership Center is to develop leaders through world-class development experiences, which



act as a spark for a greater change that occurs back at the work place," says Bradley Brewster, acting administrator of the Leadership Development Division.

Brewster explains that all programs are linked to business needs, and are de-

veloped to be applied immediately back at work. "We ask participants to implement the learned tools and concepts, and we want them to be able to quantify the impact the program had on their work so they can see the value they're adding to the business," he adds.

The Leadership Center offers two types of development experiences: Professional and Leadership. Professional development programs focus on developing a specific skill set that helps employees lead themselves and achieve professional success. Skills

targeted include time management, critical thinking, and project management.

One of the most popular professional development programs is the "7 Habits of Highly Effective People," by Steven Covey, which has been offered at Aramco for nearly 20 years.

Leadership development as a journey

In addition to professional and leadership programs, executive programs are offered in partnership with world-class business schools, such as Harvard, Stanford and the London Business School, to provide developmental experiences for executive level leaders.

M&PDD also provides services that aid leadership development, to ensure strategic leadership needs are met across Aramco.

Services and programs provided complement each other to ensure that Aramco's present and future leaders are more resilient, confident and capable of leading their teams to achieving the desired goals.

"Leadership development is not an event or a set of events, it is truly a journey," says Dr. Paul Van Katwyk, a management development specialist.

Identifying leadership readiness

The Leadership Competency Model

- ✓ Developed and owned by Aramco.
- ✓ All competency models revolve around four super-factors: Think Business, Engage Stakeholders, Execute for Results, and Self-Accountability.
- ✓ Each super-factor contains a set of competencies specific to what behaviors need to be demonstrated at the targeted leadership level (e.g., supervisor, division head, or manager).
- ✓ Uses evaluation tools, including testing, interviews, and simulations to assess the person's readiness for the targeted leadership level.

"We need to have strong centers of excellence that in combination create the right journey for an individual to become the leader that the company needs," he adds.

One of the most impactful interventions offered by M&PDD are the Assessment Centers. Most of the company's senior leaders have participated in one of these Centers through the course of their leadership journey.

Assessments measure the readiness level of a participant to assume a specific management role based on the Leadership Competency Model that Aramco owns.

"The model is not about the educational background of an individual, it is about the ability and readiness to become a leader at a particular level," explains Dr. Suha K. Behaisi, management development advisor in M&PDD.

Feedback from participants in The Leadership Center programs

Timely development opportunity
Dr. Ebtehal S. Alomar, who has a Ph.D. in Operational Systems Engineering and works as a system analyst with the Power Systems Engineering Department, said that she seized the virtual offering of the Advanced Self-Leadership Certificate Program to walk extra miles toward her targeted development path. She explained that the different parts of the program nicely complemented each other, and that they were always linked to business needs. "The skills developed help you both on leading

Emotional intelligence for better relationships
Sulaiman T. Sulaiman, an HR advisor, said whenever he attends a course in the Leadership Center, he walks away with something in him changed forever. "To name one experience, the '7 Habits of Highly Effective People' course caused a paradigm shift for me," he said. "The material we covered was practical, and we had a chance to

Self-paced development
In joining the virtual offering of the Leadership Center, Mohammed Alkhowaildi, who works as a Workover engineer, said his experience set him for a paradigm shift. "I liked that the program was self-paced. It took me about 5 months to complete it due to the nature of my work, which includes providing support to rigs," he said.

Knowing your audience
Seba S. Al-Maglouth, a system analyst with the EXPEC Computer Center, said that the virtual leadership program helped her to sharpen her communication skills, and provided her tips for a better understanding of her audience. "It is essential that you understand your audience, so that you can communicate with them effectively," she said. "Effective communications helps you to engage with your team and motivate them to achieve the set

Learning by applying
Ayman H. Khallaf, who works as a reliability engineer in the Central Region Distribution Department, said that the Advanced Self-Leadership program offered virtually was one of a kind. "I really liked the way the program was tailored. It covered a diverse range of topics, yet was concise and to the point on each topic."

yourself, as well as leading and motivating teams. They help you to communicate the company's vision in shaping up the organizational culture," she said.

"The opportunity came at a perfect time. I was able to put the virtual meeting skills immediately into action, to communicate effectively with colleagues online," she added.

Alomar mentioned that she missed the class interactions, but she appreciated instructors for doing their best to keep participants engaged.

apply what we learned during class time," he adds.

Sulaiman explains that the skills learned out of these programs are life skills that could be applied on a daily basis, professionally and personally.

"Emotional intelligence taught me to better manage my relationships at work, and outside with family and friends," he adds.

Alkhowaildi explains that the developed knowledge, skills and competencies from such programs assist him on a daily basis in handling the complexities that he faces in his work.

"If it was possible; I would go back in time and start this development earlier," he adds, expressing his desire to grow learned competencies even further in the future.

goals."

Al-Maglouth said that she put many of the skills into action as a chairperson of the SPE-KSA Student Outreach team.

"As the pandemic limited our ability to conduct programs with physical attendance, the skills I developed helped my team and I on building and delivering successful programs virtually, including the SPE 2020 Energy Summer Camp," she added.

"The workshops were delivered in a manner that transforms knowledge into a set of tools and a mindset, through interactive sessions and business applications to apply learning outcomes in real work situations," he added.

Khallaf explained that the true power of the skills learned is realized when they come together to strengthen the leadership of an individual.

LEADERSHIP

Leadership in challenging times

As COVID-19 has resulted in a new normal, M&PDD has adapted to continue providing leadership development suitable for these challenging days, with many of its programs shifting to a virtual learning environment.

While many employees found themselves in difficult situations, and some had extra time to devote to their development, a webinar series was launched covering topics that are relevant to the new environment, including leading in difficult times and building personal resilience.

Also, certificate programs were introduced to allow employees to use their time to pursue personal development of leadership skills, and assist them on how to deal with the new norm in their work environment and life.

To engage all employees in the company, three certificate programs were offered: Certificate in Self-Leadership, Certificate in Advanced Self-Leadership, and the Certificate in Leadership and Management for Chief Position Holders.

Each of these programs incorporates the Leadership Center's virtual workshops as well as modules from

Harvard Management Mentor that allows employees to create their own learning journey. They also provide more flexibility to participants to accelerate their growth, by completing the programs on their own time within 180 days.

Additionally, to prepare leaders for the new challenges and the unprecedented levels of stress the pandemic has created, a new program was launched, in partnership with Cornell University, titled "Resilience and Well-Being for Industrial Leaders."

The program focuses on the need to strengthen skills for increased resilience and well-being for leaders in the field, and supports employees in effectively leading teams through challenging times.

13

of The Leadership Center's courses were offered virtually

1,224

virtual sessions were offered covering a variety of topics

18,400

employees attended these sessions

3

certificate programs introduced to develop leadership skills

More than 1,860

participants enrolled in and 780 have completed these certificate programs

Setting the standards for a nation, for the world

Aramco's Board of Engineers continues to spearhead excellence in global standardization

By Eamonn Houston

Dhahran — Throughout its history in the energy industry, Aramco has become defined by its powerful influence over a myriad of areas of the sector.

Aramco has become a byword for quality, safety, integrity, reliability, innovation, and — importantly — influence.

At the forefront of the company's global engineering efforts, teams of Aramco experts are playing a pivotal role in further enhancing the company's stature among national and international standardization organizations, through its Engineering Standards Committees.

National and regional level

At the national level, our subject matter experts (SMEs) are currently leading nine technical committees in the Saudi Standards, Meteorology and Quality Organization, which is part of the Gulf Standards Organization (GSO).

Ten SMEs lead several GSO technical committees, and 44 Aramco standards have been adopted by the organization.

International level

On the international level, the story is even more impressive. The company has 128 SMEs leading or participating as voting members in 32 international engineering standards committees. These include the International Association of Oil and Gas Producers (IOGP), the International Organization for Standardization, the American Petroleum Institute (API), the National Association of Corro-

sion Engineers, and the American Society of Mechanical Engineers.

Company SMEs are also actively engaged with the World Economic Forum (WEF).

Through Aramco's Board of Engineers' unwavering commitment to excellence, these SMEs have shown the world how Aramco has reached maturity as a world leader in developing engineering standards.

Initiative

The story begins in 2015 with the launch by Aramco Engineering Services of the Engineering Standards Optimization and Globalization Initiative.

The initiative had the goal of achieving standards' cost-effectiveness, while influencing international standards with what Aramco considers to be established as best-in-class safety and quality standards.

As a result, in 2020, Aramco's chief engineer, Jamil J. Al-Bagawi, says the company's engineering talent is now "world-class."

"They continue to demonstrate outstanding efforts and achievements in resolving technical challenges, providing specialist support to operations and projects, deploying new technologies, as well as developing and maintaining our engineering standards and technical specifications.

"One major area of our engineers' engagement is in industry collabora-

tion to develop unified standards. To this effect, the involvement with the WEF and Joint Industry Project (JIP33) has continued to produce standard procurement specifications for many commodities and items of equipment."

WEF

A source of pride for Aramco's Board of Engineers is the levels of engagement with the WEF.

Based near Geneva, the WEF is the International Organization for Public-Private Cooperation.

The forum engages the foremost political, business, cultural and other leaders of society to shape global, regional, and industry agendas.

Saudi Aramco embarked, with 11 other oil and gas companies on a joint industry project through the IOGP.

The goal was to unify equipment and systems standards and material specifications, and develop harmonized procurement specifications.

Collaboration

Meet the engineering experts, influencers on the world stage

Abdullah M. Al-Rumaih is a principal professional with the Consulting Services Department (CSD).

He has led two technical committees under the GSO.

Under the WEF, Al-Rumaih participated in the IOGP Joint Industry Program as chairman, working with other international oil and gas companies to develop a unified materials specification for piping and pipelines.



These efforts have already resulted in several adopted unified standards that support the control of materials procurement costs.

Soliman Almadi is a senior engineering consultant with the Process & Control Systems Department. Almadi is a member of the International Society of Automation (ISA) and part of two working groups contributing to ISA standards development and reviews. He has been supporting the ISA standards since 2007. Almadi has been instrumental in ensuring international learned experience is reflected in Aramco engineering standards related to cybersecurity and networking.



Haytham A. AlBarrak is an engineering specialist with CSD's Fired Equipment Group.



AlBarrak is the vice chairman of the API for STD 534 "Heat Recovery Steam Generators." He led a team to draft a new section that he proposed for API 534, based on Aramco's past experience, for diverter dampers for HRSG bypass stack. He also led the committee to achieve consensus to upgrade the metallurgy of economizer tubes from carbon steel to 1.25 Cr 1 Mo steel (T11) to eliminate flow accelerated corrosion as experienced in some of Aramco's facilities.



Your voice

What have I left behind?



By Hesham Mohammed Gurban
Dhahran
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Your Voice reflects the thoughts and opinions of the writer, and not necessarily those of the publication.

Ten years after I left the company in 2010, I look back at 25 years of service and ask a seemingly simple but tricky question beyond narcissism and unfair self-discount: What have I left behind?

What I left is much richer than a green badge, car sticker, Hills' house, the park, the little mosque, the office, my favorite relaxation spot, the peace of the library, the sandy beaches, the soothing waves of Ras Tanura, a charming view out of the Dining Hall windows, the shades of a favorite tree on King's Road, etc.

What I left is much bigger and richer than all of these things combined, although I finally confess that I have left

behind forever priceless bits and pieces of my own soul entwined to each one of them.

I have left behind memories of learning mistakes, compass realignment, success and precious moments of self-actualization along with proud team-based and individual achievements.

I definitely took with me and actually won a few but unshakeable friendships that outweigh and outlast lots of the superficial and business facilitated relationships.

I took with me many unique lessons about mentoring as I lived and rotated while growing between the two eternal roles of being a mentee and a mentor.

Dynamic embrace of the bigger picture, system thinking and value chain approaches, focusing on strategic imperatives, auditing business relevance, engraining innovation both in processes and products, listening to gut feelings and seasoned intuitive calls, are only few examples of what I have gained.

Gratitude and appreciation are by far the most cherished lessons and values that I have learned and are still learning from my company, its growing corporate culture and its special people. A little post script and second thought: Did I really leave 10 years ago? I strongly doubt it as my heart and soul are still living and roaming there without a badge and a car sticker!

Aramco Asia inks deals with seven suppliers on general inspection services

Aramco Asia has signed agreements with seven top level inspection service solution providers, supporting the company's engineering and technical services operation in the Asia-Pacific region. The agreements, signed by Aramco Asia-Japan in a virtual ceremony on Nov. 20, have a duration of six years and commence in 2021.

The agreements support Aramco Asia's inspection of products procured from Asia-Pacific manufacturers and suppliers, helping deliver the highest standards of quality and asset integrity for Aramco facilities, capital projects, and joint ventures in compliance with Aramco's engineering standards and specifications. Cost savings have been realized as a result of the newly optimized inspection requirements and processes as well as the identification of new service providers with competitive rates and the adoption of new inspection technologies and tools.

Omar M. Al Amudi, Representative director of Aramco Japan, signed contracts on behalf of Aramco Asia with representatives of the following suppliers:

- Société Générale de Surveillance (SGS)



Omar Al Amudi (top left), Representative director of Aramco Japan, signed agreements on behalf of Aramco Asia with seven top level inspection service solution providers to support the company's engineering and technical services operation in the Asia-Pacific region.

- Japan Inspection Co. (JIC)
- ABS Consulting (ABS)
- ACES-Global Quality Services (ACES)
- Intertek Industry Services Japan Ltd. (ITK)
- Tata Projects Ltd. (TATA)
- RINA Spa

Al Amudi emphasized the importance of inspection and quality assurance as a cornerstone of Aramco's business. "World-class engineering and quality standards are key to reinforcing Aramco's position as a leading, sustainable, and reliable source of energy," he said.

While addressing the audience, Mohammad W. Al Qahtani, Aramco Asia vice president of Engineering and Technical Services, emphasized the need to advance quality inspection and called on all suppliers to adopt the most competent and cost-effective practices, streamlined processes and innovative solutions consistent with the Fourth Industrial Revolution.

During the event, Yasser S. Al Subhi, head of Aramco Asia's Quality Management division, informed participants about the contract obligations and requirements. Al Subhi shared a corporate function overview, workload statistics, future challenges, and lessons learned. He also introduced a new tool to optimize inspection service operations, encouraging agencies to adopt new inspection practices and cutting-edge technologies to ensure the highest material integrity and compliance.

Hosted virtually in Tokyo, Japan, the event assembled approximately 80 quality management professionals to discuss best practices for implementing quality inspection services, addressing various aspects of quality management and promoting quality awareness among suppliers.

Virtually speaking: Aramco, schools collaboration a success

Dhahran — Power Systems Engineering Department's (PSED) 2020 external Health, Safety & Environment campaign was one of a kind. In a collaboration with the Ministry of Education-Eastern Region schools, Aramco Government Affairs and Corporate Citizenship with a unique spin "schools' public speaking contest." The contest was held virtually due to COVID-19, embracing all aspects of "Health, Safety and Environment."

The coronavirus pandemic did not stop students from schools across the Eastern Region from displaying their immense public speaking talents and awareness during the contest. Held over two days, Nov. 22 and 23, day one was the Arabic language contest and day two the English language contest. The students, facilitators, and judges had to adapt to the virtual environment instead of the normal face-to-face format of such events.

A total of 29 students participated, from 24 schools over the 2 day event. The contest was held using the Zoom platform, and each student delivered a speech between 4 to 6 minutes in length. Describing the participant's speeches, the event sponsor, PSED manager Abdulhamid Al Omair, commented, "The extremely high standard of participant's speeches was not only a credit to the students themselves, but also a testament to their teachers and the educational system."

Speakers were judged across three main elements: content, delivery, and language. While the overall standard



The coronavirus pandemic did not stop students from schools across the Eastern Region from displaying their immense public speaking talents and awareness during the contest last month.

was extremely high, the winners of the day for each event were:

- Arabic Language Event:**
First Place: Jawaher A. Altaisan, University Schools
Second Place: Ali H. Abuzaid, Tarout High School
Third Place: Dana T. Althamer, Sana Aljaafary High School

- English Language Event:**
First Place: Joanne H. AlGhanem, Dhahran Ahliyya Schools
Second Place: Hussain A. Al Matrook, Dar Alulom School
Third Place: Narjes M. Qaw, Al-Tahtheeb Private School

The judging committee was led by chief judge Dr. Soliman Almadi from the Process & Control Systems Department and supported by members from the Ministry of Education and PSED. Almadi noted the judges

expressed how impressed they were with all of the competitors and how it was a real challenge to differentiate and select the winners.

In addition to the talented speeches given by the high school students, inspiring motivational speeches were also delivered on each day by Ramadhan Zahrani and Atif Shamim of PSED. Additionally, a passionate presentation on road traffic safety was provided by Saleh Alghamdi, representing the Traffic Signature Safety Program.

The organization and execution of the event was strongly supported and aided by the efforts and contributions of the Ministry of Education's Dr. Nasser Alshalan, Hatem Alghamdi, Sami Baltyour, Aziza Alghamdi, and Halah H. Alhumaid, without whom the event would not have been a success.

A special support team led by Fa-reed Alsulami, Mohammed Alghazi, and Brian Phelan from PSED facilitated all the logistics, resulting in a wonderful and smooth experience for all. Government Affairs and Corporate Citizenship provided essential guidance and support to ensure success.

A virtual awards and recognition ceremony was held on Dec. 2 recognizing the contributions of all participants, attended physically by representatives from the Ministry of Education to accept the recognition certificates and prizes on behalf of all the competitors and event winners. The event was broadcast live online from the PSED iPower facility to ensure safe social distancing while also allowing for a maximum audience.

In closing, Al Omair thanked all the high school students for their inspiring participation and competitive spirit.





Champions: Hatem family



Runner up: Omran family



Third place: Gorrido family

Winter weather brings out fun and games in ‘Udhailiyah

‘Udhailiyah — With the winter weather in full swing — ‘Udhailiyah residents have been treated to a raft of activities.

With COVID-19 restrictions and safety precautions in place, there were a total 25 events and activities organized for the community residents and employees, which included a number of virtual competitions for all ages, theme nights reflecting multiple nationalities, and special outdoor breakfasts and dinners.

The Virtual Quiz and Games Night 2020

The recreational virtual quiz and games night events for all ages proved to be a big hit.

The nights consisted of a series of fun games with families and friends taking part in groups or individually. The Indoor Scavenger Hunt was the most popular game, the competition was held over 12 days, with a total of 130 participants registered (21 families, four groups, and two individuals).

After the 12 days of competition, the top two teams in each category were:



Family Category	Group/Friends Category
Champion: Hatem Family	Champion: Team MBMJ Babylyn Reyes, Michelle Habelito, Maruchi Segarra, and Jacqueline Aguinaldo
Runner Up: Omran Family	Runner Up: Sensational Seccies Nicci Huysamen and Paula Frederick

The winner’s trophies, certificates, and gift vouchers were awarded to the champions and runners up of each category. Positive feedback was received from all the participants and the event received a 100% customer satisfaction.



Left: Champions: MBMJ team, top: runner up: Sensational Seccies

2020 Arabian Automobile Association drives for success through various recycling efforts

Dhahran — The Arabian Automobile Association (AAA) is pleased to announce completion of their 2020 Automobile Recycling Initiative. During 2020, the AAA has recycled an impressive number of materials: 120 batteries, 16,000 liters of used motor oil (average of 1,000 oil changes), and 240,000 kg of scrap metal. These numbers represent the sum of many completed maintenance projects by our membership. The AAA is known in the community for the sweet water car wash facility, but many other vehicle improvements take place there. On any given day, it is common to see owners check their vehicle’s fluids, and at least one vehicle is having the oil changed.

Do-it-yourself

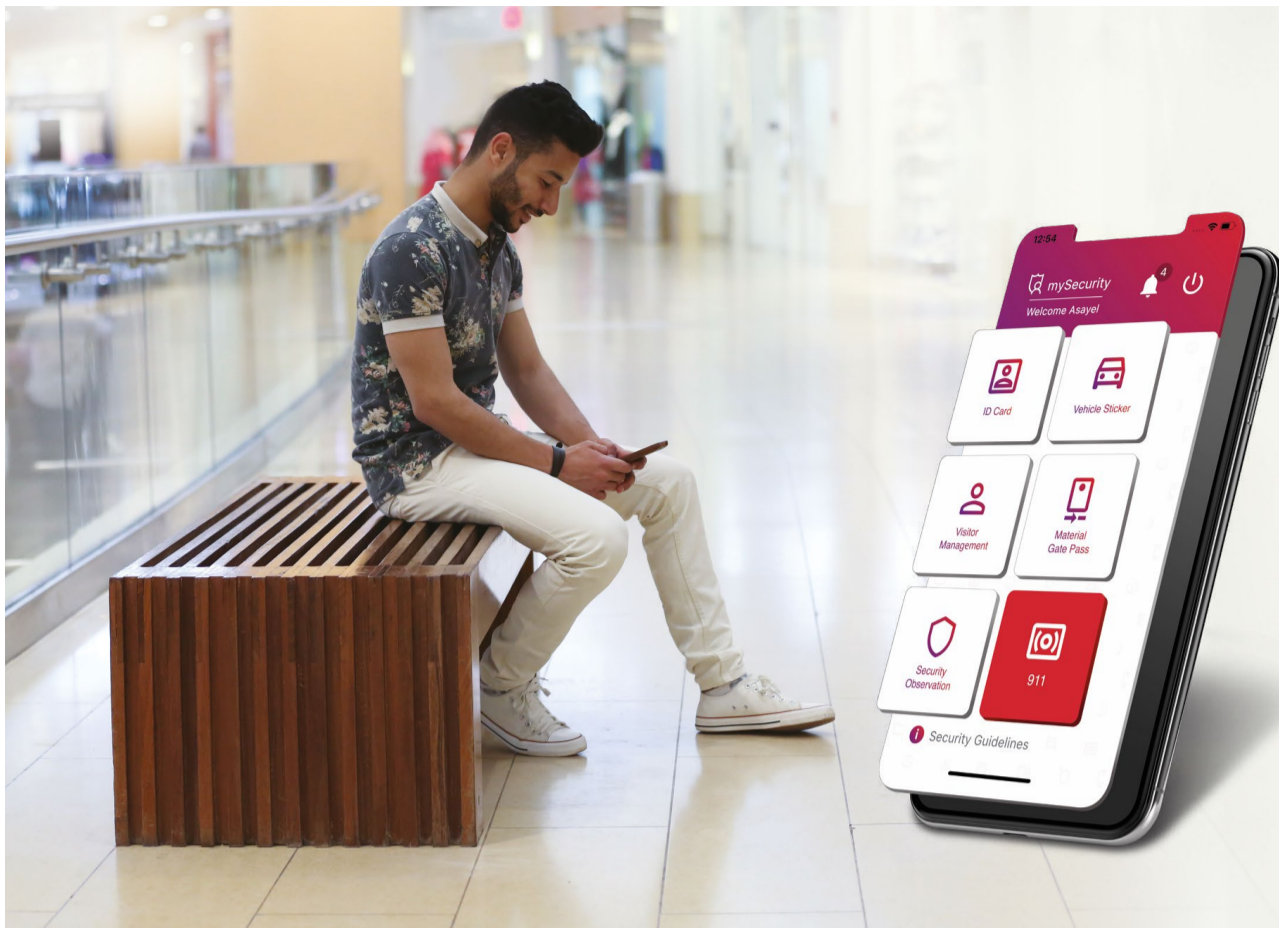
The AAA is a Do-It-Yourself (DIY) garage that provides members with an opportunity to maintain their vehicle themselves at reasonable cost, in a fit-for-purpose automobile shop that assists in safely disposing of vehicle-related

waste and recyclable materials. Members are not alone in their DIY maintenance as there are three full-time AAA garage advisors ready to loan the appropriate tool, help diagnose issues, and provide guidance on repair and maintenance.

Although the testing and replacing of dead batteries, changing motor oil, and replacing and recycling scrap metal is supported directly by the AAA Self-Directed Group, it took the effort of many corporate departments to complete the 2020 Automobile Recycling Initiative. The AAA would like to thank the Recreation Service Division, and the Central Community Service Department, as well as the Industrial Security Department to ensure the safe transportation of materials to our outside community recycling partners.

The AAA Garage is Building 9028, located on Canyon Road with weekday hours of operation from 8 a.m. to noon and 3 to 7 p.m. Weekends and holiday hours are 7 a.m. to 7 p.m.





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Photographic memory

Ready to lift

In this 1976 photo, one of the largest de-ethanizer columns ever constructed was erected at Berri-Jubail on June 21 when two 1,000-ton capacity gin poles lifted the 570-ton column into place. It was the company's biggest lift to date and marked a major step in the construction of its first natural gas liquids facility built for the gas-gathering program.



Proud to support VISION 2030. 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.

Publishing director: Waleed Al Helal (A)
 Editors: Jamsheed Din, Todd Williams, William Bradshaw
 Editorial staff: Musherf Alamri, Eamonn Houston, Scott Baldauf, Dalia Darweesh, and Rawan Nasser.
 Designer: Husam Nasr.

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

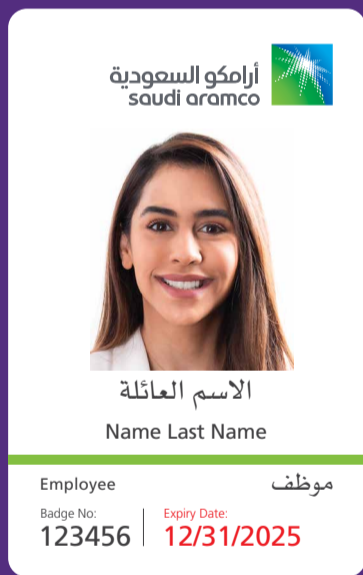


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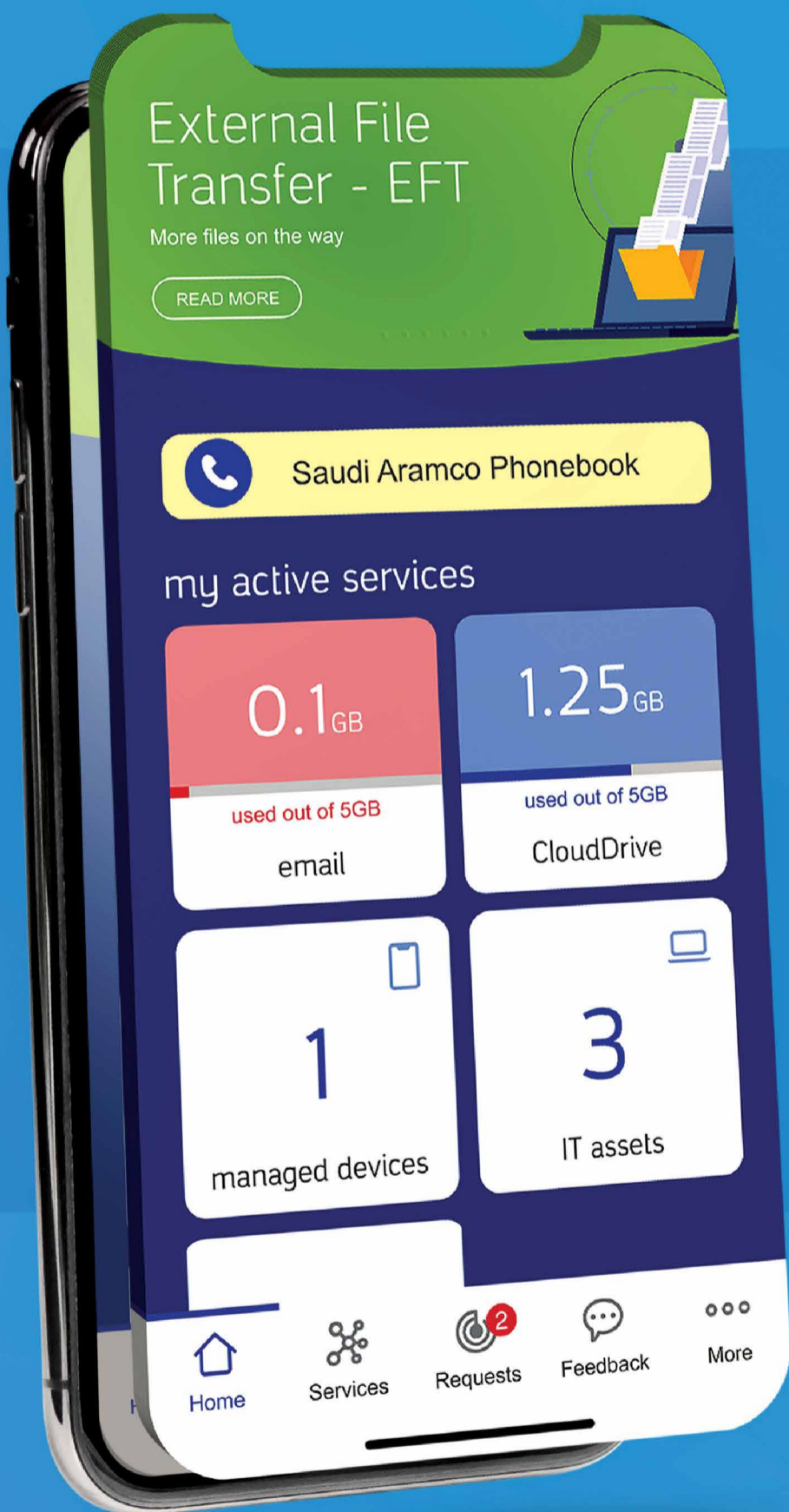


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