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# INSIGHTS

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Inspiration Today,  
Excellence Tomorrow



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Group CEO's Message



**Insights**  
PO Box 6442 Dubai, United Arab Emirates  
T: +971 4 313 47 23  
F: +971 4 313 47 02  
groupcommunications@enoc.com  
[www.enoc.com](http://www.enoc.com)

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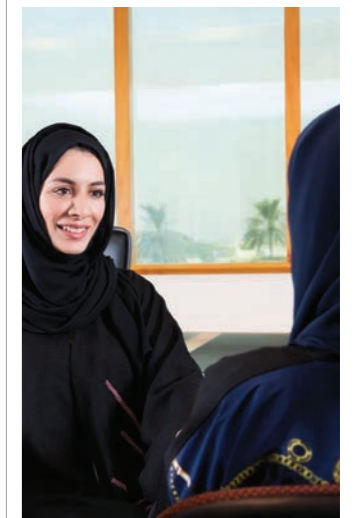


**24**  
ENOC's Jebel Ali Refinery: A vital link in Dubai's energy supply chain



The refinery is an essential bridge in the journey from upstream operations to the product being distributed to retail stations, airports and international markets.

**28**  
A focus on human capital development







## Human capital is central to our efforts in meeting UAE's energy needs

Our relentless efforts to support the pioneering goals outlined in the Dubai Plan 2021 are underpinned by the exceptional skills, knowledge and passion of our employees. ENOC is the sum of its parts: every employee must thrive professionally in order to contribute to our success as an organisation, and to realising the goals and aspirations of Dubai and the UAE. Having spent nearly 40 years working in the oil and gas sector, contributing to ENOC's growth and development is not only a strategic objective, but is also a personal achievement I am proud to have reached. I am confident that this is a sentiment that resonates with many of our employees.

Human capital lies at the core of securing the UAE energy needs, especially during times of significant change. A 49% increase in the Middle East's energy consumption up to 2035 is anticipated, while the United Nations expects the UAE's population to rise by 17.5% to 11.05 million by 2030. Dubai's population alone is expected to double to 5 million by 2030. Therein lies good news: the talent pool of potential employees to support ENOC's and Dubai's growth is strengthening.

Our efforts to influence our nation's youth and general workforce continue to prevail beyond conventional ways, tapping into every opportunity possible to reach out to them and influence their aspirations to advance their professional development. One such example is our presence at key local exhibitions that aim to attract national talent, such as the Careers Fair in Dubai. We welcomed more than 2,500 attendees this year: 94% were Emiratis and more than half of the total were women.

The energy sector is one of the most incentivised, with a valuable role to play in a nation's economy. We firmly believe that human capital development is vital to sustaining our economic growth.

“

ENOC is dedicated to embedding its position as an integrated player across the energy value chain, working with the Government of Dubai to support the drive towards a smart and sustainable city up to 2021 and beyond.

“

The energy sector is one of the most incentivised, with a valuable role to play in a nation's economy. We firmly believe that human capital development is vital to sustaining our economic growth.

Our efforts to emphasise the Group's role as a national champion go beyond talent development, and this is evident in our ambitious plans to strengthen and contribute to the development of the country's infrastructure projects. Our recent opening of the UAE's first solar-powered service station is an example of such investments. It will save 195 equivalent tons of carbon dioxide (CO2) per year – the equivalent of planting a hectare of tropical rainforests.

In support of Dubai's growth, and in preparation for the much anticipated Expo 2020, we plan to increase our service station network by 54 in the next three years, coupled with the 50% capacity expansion for our Jebel Ali refinery, and the completion of a 16km pipeline extension to Al Maktoum International Airport by the end of 2019.

In this edition of Insights magazine, you will see how ENOC is dedicated to embedding its position as an integrated player across the energy value chain, working with the Government of Dubai to support the drive towards a smart and sustainable city up to 2021 and beyond.

I wish you all the best, and look forward to leveraging the opportunities from the excellent talent that we are blessed to have.

Best regards,

**H.E. Saif Humaid Al Falasi**  
Group Chief Executive Officer

## E&P arm to strengthen ENOC's upstream business through Dragon Oil integration



**ENOC Group's upstream operations, through its subsidiary Dragon Oil, will bolster UAE's energy security as it expands its operations across the energy value chain by adding an Exploration & Production (E&P) arm to its portfolio.**

ENOC's Board of Directors led by the Vice Chairman, H.E. Saeed Al Tayer recently met with the Deputy Chairman of Cabinet of Ministers of Turkmenistan, where Dragon Oil has its exploration and production operations, to discuss the growth of its upstream business. The board, who also sit on Dragon Oil's board, also met the Chairman of Turkmennebit, Turkmenistan's national oil company, to discuss collaboration opportunities.

Ali Rashid Al-Jarwan, Chief Executive Officer, Dragon Oil said: "While Dragon Oil retains its operational status in the integration, we will draw from ENOC's 40 plus years' heritage in the midstream and downstream sector through their resources, expertise, and capacity, especially in operational efficiency."

ENOC's expansion in the downstream and midstream segments will continue as it expands its Jebel Ali refinery capacity to help meet product demand. The group has also made significant efforts in growing its trading business anticipating future demand in all markets. Its terminal business is exploring opportunities to support domestic and international growth. With the addition of a crude storage facility at Fujairah, its retail arm remains on target to meet increased product demand by 2020.

Dragon Oil has operations in Turkmenistan, Iraq, Algeria, Egypt, Afghanistan and Tunisia.



Dragon Oil Operations



"While our short-term strategy remains focused on growing our business domestically, our long-term goal is to grow our international operations to expand our reach and upstream expertise."

H.E. Saeed Al Tayer  
Vice Chairman,  
ENOC Group

The group has also made significant efforts in growing its trading business anticipating future demand in all markets. Its terminals business is exploring multiple opportunities to support domestic as well as international growth, while its retail arm is on target to meet increased product demand by 2020.

### Upstream Oil & gas exploration / production



Offshore oil and gas platform



Onshore pump jack

### Midstream Transport and storage



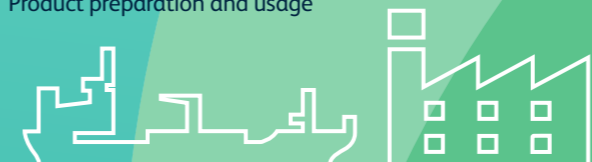
Process and storage



Pipeline  
Oil and gas transfer

Transport

### Downstream Product preparation and usage



Distribution



Sales



## Second major contract expected to boost ENOC's refinery expansion project

**ENOC Group signed an agreement with Rotary Engineering Fujairah FZE to construct 12 new storage tanks as part of its plans to expand the capacity of its Jebel Ali refinery by 50%. This follows the announcement of the major EPC contractor signing in September last year for the design and construction of new processing and ancillary units.**

The expansion project comprises three separate packages at an estimated value of US\$1 billion, and the expected date for commercial production is Q4 of 2019.

The 12 new tanks are designed to meet the latest and highest industry standards to help maintain product quality throughout the refinery's logistics chain. The tanks are designed to store jet fuel and naphtha along with gasoline blend stocks.

While Environment, Health and Safety (EHS) plays a crucial role for ENOC, the tanks will be equipped with their own safety features, designed to have dedicated firefighting systems that are integrated into the existing systems. The tanks will also be integrated into the port's logistics systems and connected to marine export facilities on the terminal jetties, to ensure faster transportation of stored petroleum products.

The second package of the expansion will also include the construction of a 31,000 square foot warehouse.

Mr Roger Chia Kim Piow, Chairman and Managing Director of Rotary Engineering Limited, commented: "Rotary is proud to be chosen by ENOC Group to participate in its milestone project.

Over the years, Rotary has forged a reputation built on providing quality services that consistently meet our clients' needs and expectations through excellence in our operations. Our work with ENOC once again testifies to our ability to deliver projects of the highest standard. We look forward to working closely with the ENOC team to successfully execute a world-class project."

ENOC's refinery has been continuously expanding and improving its production to cater to the ever-growing needs of the local and international markets. It was first commissioned in 1999, starting with two condensate distillation units with a name plate capacity of 60,000 barrels per day each, four MEROX units, and storage capacity of 1.28 million cubic metres.

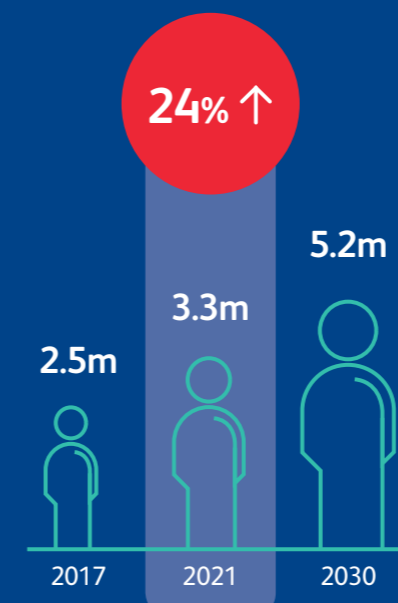
For more information on ENOC's refinery operations, go to page 24.



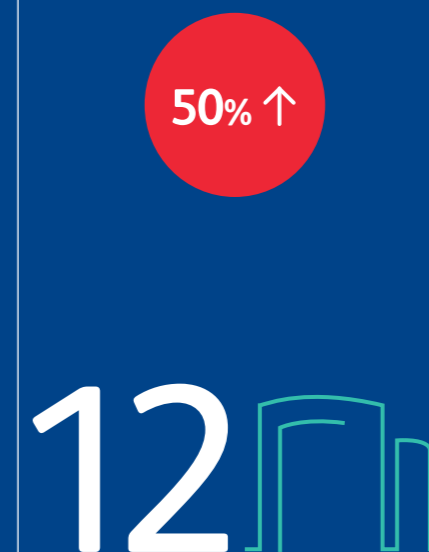
"The UAE's energy demand is growing at about 9% a year, while Dubai's population alone is expected to reach 3.3 million by 2021 from the current 2.5 million, and then peak to 5.2 million by 2030. This represents 24% growth by 2021, which in turn means that Dubai's energy requirements will keep pace. As part of ENOC's commitment to the UAE and Dubai's energy needs, we will continue to invest in key infrastructure projects to meet this constant growth."

H.E. Saeed Al Tayer  
Vice Chairman,  
ENOC Group

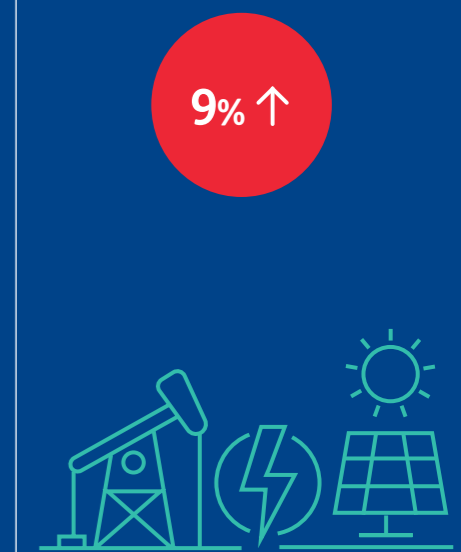
Dubai's population growth



ENOC Group signed an agreement with Rotary Engineering Fujairah FZE to construct 12 new storage tanks to expand its Jebel Ali refinery by 50 per cent



The UAE's energy demand is growing at about 9 per cent a year





## ENOC secures US\$500 million credit facility from international and regional banks

ENOC Group secured a three-year unsecured general corporate purposes Revolving Credit Facility (RCF) of US\$500 million from seven leading international and regional banks to support its growth over the next few years.

The RCF will be funded by Emirates NBD, ABN AMRO Bank, DBS Bank Ltd, Gulf International Bank, Citi, Standard Chartered Bank and BBK B.S.C.

In 2016, ENOC achieved record sales reflecting a five-year rolling average growth of 11 percent. The Group's five-year strategy calls for it to invest in fulfilling Dubai's energy needs by expanding its refinery and service station network, building its terminals' storage capacity, and increasing its market share in the marketing of diesel, jet fuel and Liquefied Petroleum Gas (LPG).



"Receiving a credit facility from leading lending institutions is an expression of confidence in our strong financial and business performance over the years."

H.E. Saif Humaid Al Falasi  
Group CEO of ENOC

## ENOC implements global star-rating system across its service centres

ENOC will start implementing the global star-rating system across its service centres to further improve customer satisfaction.

The move comes after signing an agreement with the Global Star-Rating Programme, which seeks to upgrade ENOC's services to a seven-star rating. It will see the two parties exchange knowledge and expertise, and work together to provide the necessary training for staff.

The UAE is the first country in the world to implement a star-rating system for services, launched by Vice President, Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, in an effort to upgrade services in the country to seven-star quality, whether in the public or private sector.

The Emirates Programme for Excellence in Government Services had been in talks with ENOC to conduct a joint study into the implementation of the rating system, whereby new standards were introduced for facilities such as petrol stations and vehicle registration centres.





## ENOC and Chevron explore long-term strategic collaboration

ENOC Group recently met with senior Chevron officials to discuss existing and potential business opportunities.

The meeting between H.E. Saeed Al Tayer, ENOC Group Vice Chairman; H.E. Saif Humaid Al Falasi, ENOC Group Chief Executive Officer; Michael Wirth, Vice Chairman of the Board and Executive Vice President, Midstream and Development for Chevron Corporation; and Jay Pryor, Vice President of Business Development at Chevron, comes at a time when ENOC Group continues to expand its businesses across the energy value chain.

The collaboration between Chevron and ENOC extends across various aspects of downstream operations, ranging from lubricants marketing to aviation refuelling.



“ENOC and Chevron have had a successful long-term collaboration for nearly two decades, and it is based on this foundation that we continue to look at future collaborations that are mutually beneficial to both parties. We hope to build on our mutual track record and explore new business opportunities.”

H.E. Saeed Al Tayer  
Vice Chairman,  
ENOC Group



## New LPG hologram cylinder seal launched in the UAE

Emirates Gas (EMGAS), a subsidiary of ENOC Group, recently introduced new shrink-wrapped seals affixed on LPG cylinder valves including a hologram. This is the first time that this new enhanced feature has been introduced in the LPG industry in the UAE.

Commenting on this new feature, H.E. Saif Humaid Al Falasi, Group CEO of ENOC, said: “We continuously strive to provide best-in-class services and products for our consumers, and are committed to curbing practices that can lead to potential risks and hazards for our consumers. The launch of these new LPG cylinder seals will maintain the highest safety standards in the LPG industry.”

LPG cylinders are distributed in Dubai by over 50 distributors, using more than 300 distribution vehicles.



## Cylingas completes fuel facility upgrades at Al Maktoum International Airport

Cylingas Engineering & Construction, a subsidiary ENOC Group, has recently completed the upgrade and retrofit of fuel facilities at Al Maktoum International Airport. The project highlights Cylingas' role as a key contributor to infrastructure projects in the UAE.

Completed within schedule, the project comprised a refurbishment package that included mechanical, piping, electrical and instrumentation, as well as civil and structural works for five jet fuel tanks. The upgrade and retrofitting works to the jet fuel terminal and within the airfield will eradicate vapour loss.

Cylingas was awarded the main contract by Dubai Airport Engineering Projects (DAEP), the engineering organisation responsible for the design, master planning, infrastructure development and construction of Dubai's aviation sector. The design work for Al Maktoum International Airport project was completed in coordination with Dar Al Handasah, with zero lost time injury.

H.E. Saif Humaid Al Falasi, Group CEO of ENOC, said: “The region's aviation sector continues to record robust growth with Dubai Airports setting global records in their operational efficiency. The upgrade and maintenance works by Cylingas at Al Maktoum International Airport define it as a national entity, capable of executing key infrastructure projects to further develop the UAE's aviation sector.

“With the airport poised to achieve impressive passenger traffic growth, we are honoured to be part of a project that will define Dubai as the region's aviation hub.”

Dar Al Handasah recognised Cylingas for its best EHS practices and performance. The project team was able to recycle the largest quantity of solid hazardous waste among all the active contractors working with DAEP at the airport site.





## Cylingas completes spherical tank project for DUGAS in Jebel Ali

Cylingas Engineering & Construction, a subsidiary of ENOC Group, recently completed a spherical tank project for DUGAS in Jebel Ali, boosting storage of pressurised propane to 4,200 tonnes. The added storage capacity makes DUGAS the largest propane storage company in Dubai and the Northern Emirates.

The spherical tanks were built in line with the American Society of Mechanical Engineering (ASME) standards, featuring an upgraded technique for field erection and tailor-made jigs and fixtures for constructing the sphere petals. The project's scope also included civil foundation and piping, and electrical and instrumental work, and was completed with a safety record of 800,000 man-hours without LTI.

Propane is the most common liquefied petroleum gas (LPG), having replaced many other traditional fuel sources. It is one of the cleanest-burning fuels and is commonly used as fuel for engines, and for residential and central heating. DUGAS is a major supplier of propane in both the domestic and international markets.



“Our role as an NOC is to evolve and adapt a culture that promotes leadership, stewardship and innovation. By introducing cleaner and alternative energy sources into the market, we continue to deliver on our mandate to meet the UAE's energy needs while helping realise the UAE's ambitious plans to increase clean energy use and enhance energy efficiency.”

H.E. Saif Humaid Al Falasi  
Group CEO of ENOC



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Propane is the most common liquefied petroleum gas (LPG). DUGAS is a major supplier of propane in both the domestic and international markets.





## Emirates Quality Mark for ENOC's lubricants products portfolio

ENOC recently received the Emirates Authority for Standardization and Metrology's (ESMA) Emirates Quality Mark (EQM) – a mark of conformity and compliance with the UAE's quality regulations for its range of 19 premium lubricant products.

The certification not only signifies that the products have been tested and comply with UAE national standards, but also certifies its compliance with regional and international standards, and that the products are manufactured implementing a high-standard quality management system.

ENOC's lubricant products have undergone a series of rigorous inspections at ENOC Lubricants and Grease Manufacturing Plant (ELOMP) by ESMA, through a team of certified experts from the Société Générale de Surveillance (SGS) – the world's leading inspection, verification, testing and certification company.



"Customers around the world are becoming more discerning, with quality playing a vital role in the safety and maintenance of their vehicles and machinery. By receiving the EQM, ENOC embarks on its journey of excellence as we continue to follow the best industry practices across all our operations."

H.E. Saif Humaid Al Falasi  
Group CEO of ENOC

## Expanding marine lubricants' geographic reach

ENOC Group recently signed an agreement with Winspec Marine, Singapore's leading provider of freight forwarding and logistics. The agreement makes Winspec a key distributor of ENOC's marine lubricants in Singapore, enabling the expansion of the Group's lubricants portfolio in one of its key markets.

The Group's marine products have established a strong presence across Africa, covering some of the continent's key ports in Angola, Ghana, Kenya, Djibouti, Mauritania and South Africa.



21 Markets

80 Ports

## LPG composite cylinders at Al Khail Gate community to enhance safety



Dubai Properties, a leading Dubai-based real estate master developer, has partnered with Emirates Gas (EMGAS) to provide residents in its communities with safer access to cooking-gas by deploying state-of-the-art LPG composite cylinders. Al Khail Gate is the first community to benefit from this initiative, which is expected to enhance safety standards and reduce risks.

The new lightweight composite cylinders are safer than traditional metal cylinders: they are made with helically woven fibres combined with resin, making them uniquely secure. Labelled as explosion-proof, the cylinders can withstand a burst of pressure double that of the regular metal cylinders.



"We strive to apply international best practices to ensure the safety of individuals, communities and the environment. Our products and services are tailored to the requirements of the various industries that propel Dubai's economic growth, and we are delighted to work with Dubai Properties and Dubai Civil Defence to ensure the safety of our communities."

H.E. Saif Humaid Al Falasi  
Group CEO of ENOC

## EPPCO Lubricants opens new car service centre in Sharjah

EPPCO Lubricants, a joint venture between Emirates National Oil Company (ENOC) and Chevron, opened a new car service facility at Barjeel station in Sharjah. The facility offers motorists a full spectrum of oil and lubricant services. Located on the second industrial road in Sharjah, the new service centre offers a standalone outlet for oil changes, among other services such as a car wash, polishing and a variety of car accessories.

EPPCO Lubricants markets an extensive range of ENOC and Caltex lubricants, greases, coolants and specialty product offerings to meet the performance requirements of heavy-duty vehicles and applications. Its product range is packaged in bulk, drums and small pack cartons for customers in the UAE.





## Two new service stations opened during second quarter of 2017

ENOC opened two new service stations in Dubai – Barsha South and Jumeirah Village Circle. These openings are part of the Group's expansion plans to build 54 service stations by 2020, reinforcing ENOC's plans in line with the Dubai 2021 Plan to become a smart and sustainable city.

The new stations offer customers several services which will ease their refuelling experience. The entrance and exit to the station are designed according to Roads & Transport Authority (RTA) guidelines for safe manoeuvring of vehicles, and to reduce traffic congestion within the station.

The forecourts are equipped with six dispensers with the latest technology and a fuel system designed to cater maximum flow rate as per National Fire Protection Association (NFPA) safety standards. To reduce waiting time inside the service stations, dispensers are built with retractable hoses to enable refuelling cars from both sides to reduce waiting period.

Customers also benefit from a variety of payment methods, such as ENOC's cashless and credit card-less ViP system and 'Beam' mobile payment.



"With these openings, we hope to expand our retail network to cater to our customers' needs."

H.E. Saif Humaid Al Falasi  
Group CEO of ENOC

Barsha and Jumeirah Village Circle stations

# 40,000sq ft



● Services offered at Barsha South station  
○ Services offered at Jumeirah Village Circle station



## Showcasing more than 70 new career opportunities for Nationals at Careers UAE 2017

ENOC offered 70 job opportunities and on-the-job training programmes during its participation at Careers UAE 2017.

ENOC plans to recruit young UAE Nationals in oil and gas specialisations to support the company's growth strategy.

These specialisations include Finance, Marketing, HR and Administration, Operations and Maintenance, Engineering, Environment, Health and Safety, Quality and Audit, Customer Services and Communications.

To read more about ENOC's commitment to develop local talent, turn to page 28.





## Downstream business sees steady growth in 2016

**UAE demand for gas oil/diesel and jet fuel increased by 6% in 2016 compared to the previous year, contributing growing fuel sales across key industries such as aviation and road transport sectors.**

H.E. Saif Humaid Al Falasi, Group CEO of ENOC, said: "With the latter part of 2016 seeing oil prices steadying globally, ENOC Group's energy business has seen significant growth, especially for its diesel oil and aviation fuel products in both domestic and international markets. We are capable of meeting the demands of our strategic customers in over 60 countries, and we were able to achieve 100% of our targeted volumes, exceeding our targeted volumes and bottom-line profitability."

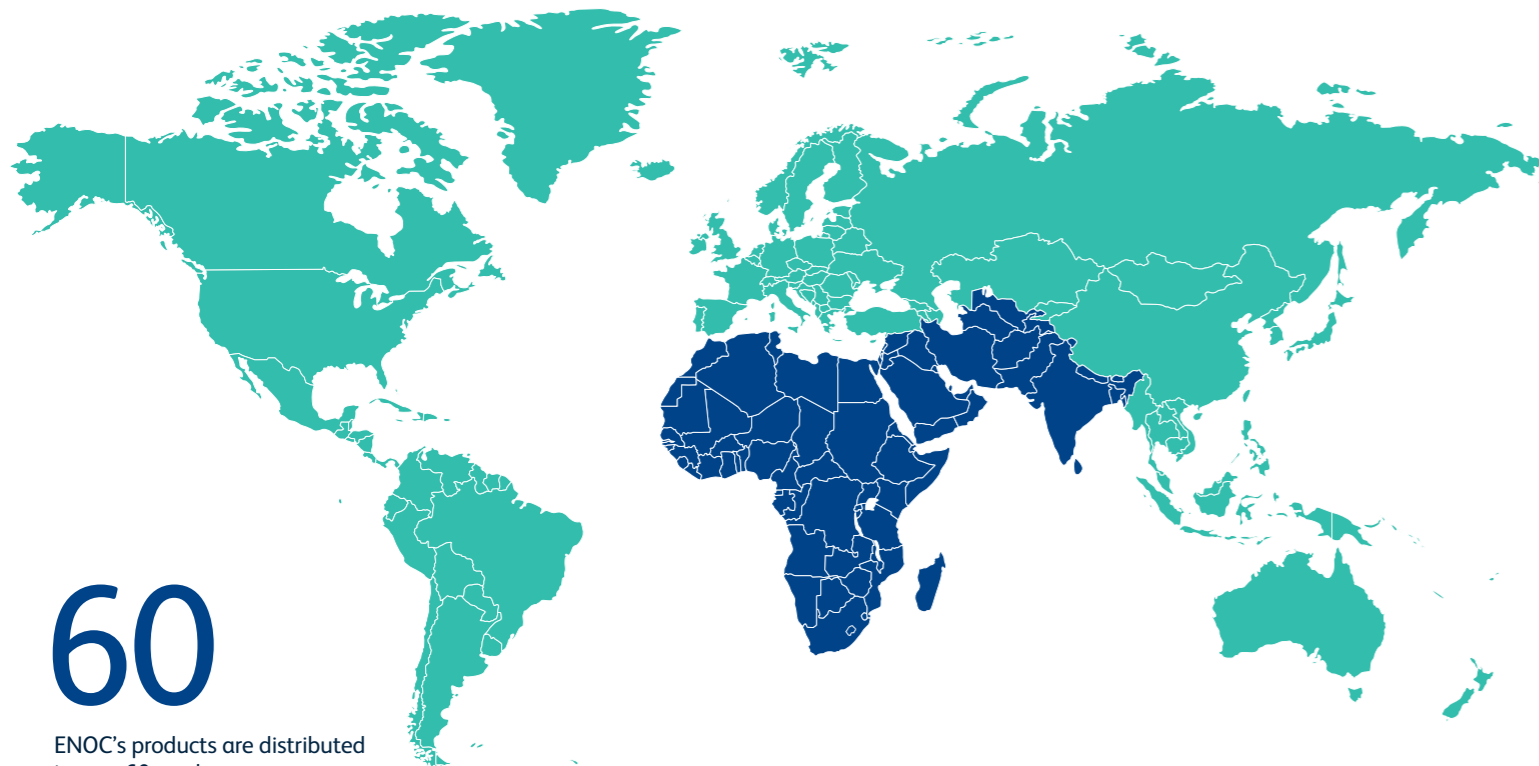
Demand for fuel in the Middle East is expected to grow in 2017 due to increased economic activities fuelled by both government and private sector investments in infrastructure and innovation.

Looking forward, ENOC's main focus will be to enhance efficiency of operations through innovative and sustainable means. Al Falasi explained that "the focus will continue to remain on identifying key growth markets that will deliver sustainable sources of value to the Group's operations, while also continuing to strengthen local presence to serve the ever-evolving energy needs of Dubai and the UAE."



"The Middle East demand for diesel/gas oil is also expected to regain growth this year owing to a higher crude oil price stimulating industrial activities. Domestically, even though the UAE witnessed a drop in its 2016 GDP by 2.3%, due to lower consumer spending and weak investment sentiments, we performed well. Our expectation for 2017 is to perform better as GDP is expected to increase marginally to 2.5% on the back of minor recovery in oil prices."

**H.E. Saif Humaid Al Falasi**  
Group CEO of ENOC



ENOC's downstream businesses play a vital role in providing products of international standard, and are essential for meeting Dubai's growing energy demands and aspirational growth plans. Such products include jet fuel, liquefied petroleum gas (LPG), diesel, petrol, bitumen, fuel oil and lubricants. ENOC is also expanding its portfolio to include alternative fuels, such as compressed natural gas (CNG).

Today ENOC's products are distributed in over 60 markets in the Middle East, Indian Subcontinent, South & Central Asia, and Africa. ENOC has ambitious plans to expand to other markets across the GCC and MENA region.



ENOC's downstream businesses play a vital role in providing products of international standard.





## ENOC Ramadan initiatives support thousands across the UAE

**ENOC Group reached over 30,000 families and more than 81,000 people through a series of initiatives that took place during the Holy month of Ramadan.**

The highlight of ENOC's CSR activities was its partnership with Beit Al Khair, where it raised donations from customers through its retail network for over 30,000 families in need. ENOC also distributed 6,000 meals over a span of 10 days as part of its 'Ramadan Truck' campaign, where a food truck toured various neighbourhoods in Dubai, including labour sites, mosques, special needs centres and ENOC service stations.

As part of Ramadan Aman, a campaign launched by Al Ihsan Charity Association, more than 30 employees volunteered to distribute over 70,000 Iftar packages to motorists, so they can drive home safely rather than rushing home to break their fast.

EMGAS, a subsidiary of ENOC, partnered with Beit Al Khair society to distribute 600 LPG vouchers to underprivileged families in Dubai, Ajman, Fujairah and Umm Al Quwain. In addition, over 5,800 meals were prepared and served for nearly 200 visitors daily at the Ramadan tent set up in Fujairah. ENOC also partnered with Dar Al Ber Society to donate 80 food baskets to families in Dubai, and with the Dubai Foundation for Women and Children to distribute 150 Al Afdhal e-cash cards topped up with AED 500 by Union Cooperative to help families in need.



"We are grateful to all our partners, employees, customers and community members for supporting our Ramadan campaign, which contributes to the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum to establish our country as the global humanitarian capital of the world, and as a city that cares for its residents and visitors."

H.E. Saif Humaid Al Falasi  
Group CEO of ENOC



The highlight of ENOC's Ramadan activities was its partnership with Beit Al Khair, where it raised donations from customers through its retail network for over 30,000 families in need.



Over 5,800 meals were prepared and served for nearly 200 visitors daily at the Ramadan tent set up in Fujairah.



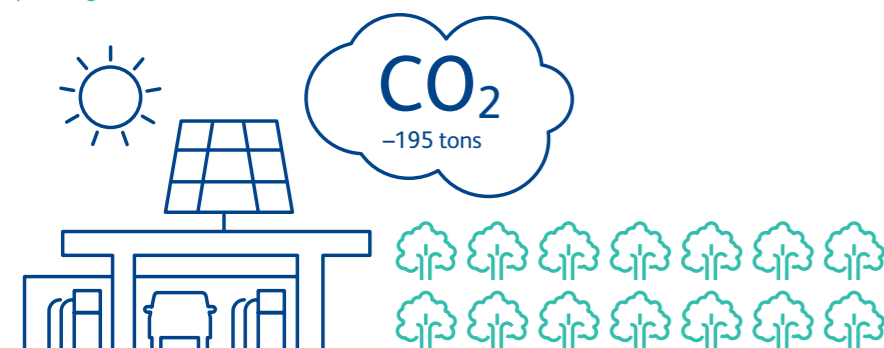


# Pioneering the evolution of service stations in the UAE

The latest step in ENOC's journey of green innovation is the launch of the UAE's first solar-powered service station, which supports the key thread in Dubai Plan 2021 to create a smart and sustainable city. ENOC's revolutionary service station represents another step in the UAE's journey to cut CO2 emissions by 70% by 2050, and puts the Group and Dubai at the front of the global push with other energy pioneers to innovate in ways that enhance energy security and make petrol stations a clean, green and energy-efficient environment.

Globally, Total is launching a \$300 million programme to equip 5,000 of its stations worldwide with solar panels within five years, including 800 in France. The total solar capacity to be installed is about 200MW, equivalent to the amount of electricity used to power a city of 200,000 people, and will cut the company's annual electricity bill by \$40 million. Indian Oil Corp alone operates more than 6,000 fuel stations on solar power, and Kuwait's state-owned downstream arm KNPC plans to build 100 gas stations by 2022 that are in part powered by solar.

The new solar-powered service station will reduce the network's carbon footprint by 195 equivalent tons of carbon dioxide (CO<sub>2</sub>) per year, which is equivalent to planting 10,000 trees.



ENOC and the UAE's first solar-powered service station is located on a busy traffic route near the entrance to Dubai Internet City (DIC) on Sheikh Zayed Road. The service station, launched in April, includes 400 PhotoVoltaic (PV) solar panels on the roof of the canopy. At peak capacity on a clear and sunny day, the panels can produce 120kWh (kilowatt-hour) of energy – around 30% more than the average energy required to run the station. Moreover, the motion sensor LED lighting in the station saves up to 50% of electricity compared to the traditional lighting systems in other stations.

"We will continue to ensure the availability of clean energy sources and promote rationalisation of consumption. As the key energy player behind Dubai's success, we remain committed to expanding the UAE's infrastructural capabilities as we gear up for Expo 2020, when an additional 25 million visitors are expected to visit the emirate," said H.E. Saif Humaid Al Falasi, ENOC's Group Chief Executive Officer.

The excess power generated by the solar panels at the DIC station are transmitted back to the Dubai Electricity and Water Authority (DEWA)'s main grid through a DEWA solar meter, which tracks the generated power. The new solar-powered service station will reduce the network's carbon footprint by 195 equivalent tons of carbon dioxide (CO<sub>2</sub>) per year, which is equivalent to planting 10,000 trees.

"ENOC has always been an innovator of energy and resource management (E&RM). The addition of solar PV power generation at Dubai Internet City service station is a leap forward in energy savings. With excess energy feeding back into the DEWA grid, we are ensuring that we find creative solutions to meet rising demand," commented Eng. Waleed Salman, EVP Strategy and Business Development, DEWA.

"The 54 service stations that ENOC plans to build by 2020 will have provisions to install PV solar panels on the roof of the canopy. The next step at the solar service station is to examine the environmental and economic data generated by the project and make firm plans about how to use the technology more widely. The project is also commercially viable, and the energy savings mean the investment will be paid back in eight years.

This station marks only the beginning of our journey, as ENOC is dedicated to continually gaining knowledge and improving our ERM practices," said Alia Busamra, Manager, Group Sustainability at ENOC.



## A holistic effort

Vapour Recovery System (VR) is one of the other energy-saving technologies being implemented at the solar-powered service station. VR captures vapour released from the petrol dispensers and storage tanks, and condenses it back into fuel form. The technology is expected to convert up to 50,000 litres of fuel per year; which is equivalent to one day sales volume of petrol in ENOC's retail networks. Variable Refrigerant Flow (VRF) air-conditionings units, which use at least 36% less energy than conventional methods, have also been integrated into the station's operations, and motion sensor lighting ensures power is only used when required.

ENOC has also installed electrical vehicle charging stations at 10 of its service stations across Dubai, and introduced measures to recycle water for carwashes. About 80% of carwash water is recycled and reused. It is estimated that 60 cubic metres of water, the average size of a swimming pool, is reused per day through the recycling machine. Underground tank storage with a double wall has been introduced at 8 service stations to preserve the product, minimise leaks, and avoid environmental contamination. This process has evolved from the older stations, where a dipstick is used to gauge the volume within the tank and therefore the likelihood of a leak.

There is a much broader impact from ENOC's efforts to transform traditional service stations into more energy-efficient operations: it helps inspire and educate the UAE's younger generation to join the movement for sustainable consumption and renewable energy.

The willingness and speed by key players in Dubai, including ENOC, to reduce their environmental impact has established the city as a regional thought leader in low-carbon growth. It is also deepening the UAE's alliances with other environmentally proactive countries worldwide, thus supporting the country's goal to be a competitive knowledge economy by 2021. But this is just the beginning: there are countless avenues of green technologies and energy-efficiency programmes that ENOC is exploring to support Dubai's vision.



# ENOC's Jebel Ali Refinery: A vital link in Dubai's energy supply chain

Efficiency and teamwork – two key features to ensure ENOC's Jebel Ali refinery provides an uninterrupted supply of fuel to support Dubai's extraordinary growth. The seamless 24/7 operations at Dubai's first refinery, established in 1999, are key to realising the Dubai Plan 2021: to become a smart and sustainable city and a pivotal hub in the global economy.

ENOC's ability to support Dubai's ambitions will strengthen when the Group completes its \$1 billion project to add 50% capacity at the refinery from the current 140,000 b/d to 210,000 b/d, by end 2019. The 16km jet fuel pipeline extension from the refinery to Al Maktoum Airport will also be completed by the end of 2019. The existing 60km pipeline connecting the storage terminals in Jebel Ali with Dubai International Airport has been operational since March 2015, with storage capacity of 141,500 cubic metres.

"Seamless coordination and constant communication between the team and other entities in the value chain are crucial to ensure there are no disruptions to the fuel supply, which helps keep Dubai's roads and world-leading airports moving," said Tayyeb Al Mulla, Managing Director, ENOC's Supply Trading and Processing.

"The refinery is an essential bridge in the journey from upstream operations to the product being distributed to retail stations, airports and international markets.

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"Seamless coordination and constant communication between the team and other entities in the value chain are crucial to ensure there are no disruptions to the fuel supply, which helps keep Dubai's roads and world-leading airports moving."

Tayyeb Al Mulla  
Managing Director,  
ENOC's Supply, Trading  
and Processing

As a result, we work keeping in mind the bigger picture, while also keeping a very close eye on day-to-day efforts to maintain the highest safety measures and robust supply for our customers," he added.

The refinery expansion project is a vital step towards the UAE's downstream strategy to be self-sufficient in domestic fuels, as well as expanding the slate of products on offer for export. ENOC always needs to be one step ahead and think proactively to reliably meet demand.

Dubai's population is now 226% higher than when the refinery was built 18 years ago, with the population expected to double to 5 million by 2030. The refinery will play an integral role in ensuring a never-ending fuel supply to cater for the additional 25 million people visiting the emirate during Expo 2020, as well as supporting the roll-out of ENOC's 54 new service stations in the UAE by 2020.

Efficient operations at the refinery have helped underpin the renowned growth story of Dubai's aviation sector, which accounts for just over a quarter of the country's GDP. The refinery supports the Group's jet fuel business, which refuels approximately 370 flights per day. This amounts to an average of 13.9 million litres of fuel across four airports: Dubai International Airport, Al Maktoum International Airport, Sharjah International and Fujairah International Airport.





**ENOC's Jebel Ali Refinery:**  
**A vital link in Dubai's energy supply chain**  
 Continued

In just six years, passenger traffic at Dubai International Airport has risen by 64%, from 50.98 million to 83.6 million passengers in 2016. The airport, already the world's busiest for passenger traffic, anticipates a staggering 89 million passengers in 2017. The refinery expansion will help ensure ENOC can supply 60% of jet fuel volumes at Dubai Airports by 2050.

"As Dubai's demand profile grows, the rapid-thinking skills of the refinery's operating team will be more valuable than ever. If a part of the refinery unexpectedly needs additional attention, the team is very quickly able to identify and act upon safe, efficient and cost-effective solutions," said Farid Badri, Sr. Director - Refinery & International Processing Operations (EPCL), ENOC Processing Company.

Training and safety measures are a priority as refineries can be hazardous environments: flammable liquids, large machinery and an operational clock that never stops ticking. To ensure utmost safety and avoid plant breakdowns and operational disruptions, regular maintenance programmes are in place, and employees' skills are honed through continuous and relevant training, as well as environment, health and safety (EHS) reviews.

Attracting and retaining talent is the biggest issue facing the refining industry worldwide. ENOC's refinery comprises a team of approximately 130 staff and around 60 sub-contractors and support functions. Weekly meetings with ENOC's Supply, Trade & Processing segment, which manages the logistics of feedstock and products, also gives the entire value chain a fresh outlook on daily refining volumes and customer needs.

ENOC's efforts to continually pre-empt and prepare operations to meet Dubai's rising appetite for fuel means that residents and businesses are confident that they will have the tools they need to do their bit in supporting the emirate's impressive growth.

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, said it best: "Waiting has never been our choice in the past, nor is it in the present. We are always striving, anticipating the future and preparing for it."

**Jebel Ali Refinery:**  
**The next chapter**

Enhancing the capability of the world-class Jebel Ali refinery illustrates ENOC's dedication to change with the times to satisfy Dubai's future energy demand. The last refinery expansion was an \$850 million upgrade in 2010. Less than a decade later, progress is under way to increase the refinery's capacity from 140,000 b/d to 210,000 b/d by late 2019, with an additional 12 storage tanks able to store 450,000 cubic metres of naphtha, jet fuel and petrol blends. More processing units will also be added, including a new LPG/naphtha hydrotreater, an isomerisation unit, kerosene hydrotreater and a diesel hydrotreater. These units will ensure that the refinery's fuel products, which include gasoline, jet fuel and diesel, are capable of meeting expanding domestic fuel demand and export markets.





# A focus on human capital development: The dynamic evolution of ENOC's talent

There is no magical solution to create human capital. A holistic approach that considers an individual's intellectual capability and character, while keeping pace with UAE's high growth rate, is best. Therein lies the value of ENOC's proactive role in developing a skilled and dedicated workforce that will support the nation's commercial, socio-economic and environmental aspirations, as per the Dubai Plan 2021 and the UAE Energy Strategy 2050.

ENOC is focusing on a self-directed approach to professional growth, thus enhancing accountability and motivation. Each is not only vital for robust operations today, but to ensure a strong line of succession at ENOC's helm. Embracing a 'job-family' ethos in human capital development means ENOC supports employees' long-term growth, offering them mobility opportunities across different divisions in the organisation.

"Building a strong calibre of qualified, well-trained and passionate employees is integral to the development of a knowledge-based economy, which is a pillar of the UAE Vision 2021 National Agenda. We are committed to supporting Dubai and the UAE to achieve this vision by creating a generation of talent who meet international standards," said H.E. Saif Humaid Al Falasi, ENOC's Group Chief Executive Officer. "The energy sector is deeply ingrained in the nation's economy, and our participation in key platforms and exhibitions such as Careers Fair, our revamped National Development Programme and many other initiatives illustrate our relentless efforts to achieve both Emiratisation and long-term goals."

ENOC welcomed 2,535 visitors to its stand at the Careers Fair this year, a 15% increase in visitors to previous participations. More than half were female and 94% were Emirati – a positive sign that ENOC's bullish Emiratisation trend in 2016 will continue to maintain momentum this year. Of the 114 UAE nationals to join ENOC last year, 32% were recruited from the Careers Fair. ENOC is recruiting young UAE nationals in core oil and gas specialisations to support the Group's growth strategy. These specialisations include Finance, Marketing, Human Resources, Administration, Operations and Maintenance, Engineering, Environment, Health and Safety, Quality and Audit, Customer Services and Communications.

"Emiratisation is not just about numbers, but also about the talent management process. We always aim to get the best talent available in the market," said Abdallah Al Saleh, Emiratisation Manager of ENOC's Human Resources. "ENOC underlines its commitment to empower young UAE nationals by offering numerous job opportunities each year and on-the-job training programmes."

We aim to broaden the public's perception of the Group as a leading energy provider, to also being a learning and development advocate for the emirate's brightest and most determined minds."

This year, ENOC employees hired through the Careers Fair in previous years manned the stand and engaged with potential recruits. Employees' anecdotes gave visitors an authentic taste of how working at ENOC not only offers a diverse, interesting and inspiring career path, but also enables talented recruits to play an active role in Dubai's success story.

ENOC also arranged eight presentations and training sessions in collaboration with a guest speaker from the Higher Colleges of Technology (HCT) at the Careers Fair to coach, offer advice and hone potential recruits' ideas on how to best plan their future. The sessions focused on core components, such as time management, personal and professional values, leadership, and happiness in the workplace. 'My Values, My Career' focused on helping participants identify which values are most important to them and relate these back to their career choices. The 'Wheel of Happiness' focused on identifying how 'happy' participants were with aspects of their life and what changes they may want to make. 'My Leadership' used a car metaphor to help participants recognise elements of leadership.

## 2,535



ENOC welcomed 2,535 visitors to its stand at the Careers Fair this year, a 15% increase in visitors to previous participations.





## A focus on human capital development

Continued

ENOC also offers a new Graduate Development Programme, which incorporates a 12-month rotation for graduates to help them learn the different aspects of the energy value chain and identify their preferred career path within ENOC's various businesses. This helps ENOC retain talent, as an employee can find a role that keeps them motivated, while management has a clear viewfinder into the employee's strongest professional attributes.

"We aim to continually enhance the quality and breadth of the capabilities of our employees and Dubai's youth. We have many key projects that need highly skilled and motivated employees: the Jebel Ali refinery expansion, the Project Falcon pipeline extension, and the addition of 54 retail service stations by 2020, for example," said Jalal Al Khaled Director, Group Human Resources at ENOC.

"Talented people who can think 'out of the box' are also essential to helping propel ENOC's reputation for green innovation, which is highlighted by the Group's various milestone achievements – such as its plans to expand its retail network and the recent launch of the UAE's first solar-powered service station in April. ENOC is dedicated to providing a foundation that nurtures the development of UAE's talent, which includes exploring internal programmes and reaching out to external partners committed to the same talent development goals," said Al Khaled.

To bolster its efforts to provide technical training programmes, ENOC signed a memorandum of understanding (MoU) with Abu Dhabi Vocational Education and Training Institute (ADVETI) earlier this year. Fifteen students joined for a five-week work placement programme. Students were trained to work at ENOC as part of both entities' efforts to enhance knowledge exchange in the fields of technical assistance. The collaboration also supports institutional development in vocational education, and serves the national agenda to promote knowledge sharing between government entities.

Intellectual agility and openness to change amongst ENOC's employees and potential recruits are key. A popular estimate cited by the World Economic Forum last year is that 65% of children entering primary school today will end up working in completely new job types that do not yet exist.

This is a global generalisation, but it illustrates how unprecedented technological advancements are transforming the job market in Dubai and beyond. A new field of engineering called mechatronics is emerging, for example, as a hybrid of electrical engineering, mechanical engineering and automation.

Accordingly, ENOC actively updates its training programmes so that the company's talent keeps pace with Dubai's ever-changing dynamics. The same applies to smart services at ENOC's 118 service stations. Such initiatives lie at the heart of the Dubai Plan 2021 to become a smart and sustainable city.

It is a team effort and each employee – wherever they are in the hierarchy – must play a positive and constructive role in ENOC. The value of collective efforts is best encapsulated by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai: "The successful team is one that makes 1 equal 11."



INSIGHTS ISSUE 2 2017

### Key questions to identify your professional pathway

- What are your best skills and talents?
- What aspects of your job do you find the most interesting?
- How would you like to expand your knowledge and ability to contribute to your organisation's success?
- What would you enjoy learning about that would also bring value to your department and superiors?
- What are your work/life values and how do these overlap with the values and priorities of your department and organisation?

### A fresh mindset: ENOC's National Development Programme

ENOC's updated National Development Programme (NDP) encourages a customised learning journey that is shaped to meet and enhance an individual's needs, both today and as their long-term career path. Talented recruits, who must be nominated to the programme, are supported by ENOC Group's Human Resources and management, but each participant must also invest time and effort to enhance their professional development. So far, ENOC has received 20 participants in the Mawaheb and Imtiaz levels, with at least 30 more planned for 2017.

This plays a key role in ENOC's Emiratization and Succession Planning efforts to build leadership capacity and capability.

#### Refreshing the NDP

Results from a survey commissioned by ENOC in 2015 revealed that 57% of respondents were satisfied with the existing talent development programme, which adopted a 'batch' system with all talent following a similar process. But 43% expressed a desire for change.

In line with ENOC's aptitude for flexibility, the NDP was updated to address the three key expectations highlighted during the survey:

- To ensure career development
- To keep enhancing leadership capabilities
- To continue enhancing performance in current roles

#### A personal approach

All participants in the NDP, Mawaheb and Imtiaz levels can write a Personal Development Plan (PDP), which sets goals and objectives for career growth and enables individuals to better understand their own ambitions and strengths. It also considers the impact of departmental and organisational needs within ENOC to ensure that all efforts meet at the same conclusion: meeting Dubai's energy needs. All participants at these levels are also given exclusive access to executive coaching, which supports and charts an employee's progress during 12 sessions over a two-year period. ENOC has also introduced a 360 Survey, which measures leadership competencies by capturing feedback from multiple points of view: supervisors, managers, peers and co-workers, and those reporting to the individual.

The individual also rates their own abilities. This comprehensively reveals their key strengths and areas for improvement, while also giving ENOC a clear idea about where their skills best fit into the company's ecosystem.

#### A three-tiered strategy

The NDP has three levels. Each aims to develop functional, technical, behavioural and managerial competencies.

- **TATWEER:** Foundation-level functional competency-based skill-building programme for entry-level technical staff, graduates and non-technical staff.
- **MAWAHEB:** A talent-building development programme focused on developing functional and behavioural competencies.
- **IMTIAZ:** A 'Future Leaders' programme designed to further develop leadership competence and capability.



## A focus on human capital development

Continued

### Millennials\*

**Adi Bitar**  
New Business Development Manager,  
ENOC Lubricants

A balance in the number of veterans and new talent is key to any organisation: both sides have unique attributes to contribute. Veterans have experience and can anticipate recurring market trends, while Millennials are eager to challenge the status quo and innovate.

Keeping an open mind allows you to keep pace with rapidly shifting market dynamics, as does having faith in your colleagues and team. A solid unit is best placed to maximise each member's abilities and reach the collective goals of the team and company. Having a proactive attitude ensures positive energy filters through the team, and a new challenge at least every five years helps keep your skills fresh. It is always good to stretch your intellectual boundaries.

ENOC is very open to new ideas and allows individuals to explore opportunities that will benefit the organisation. But it is not a one-way street, because individuals must dedicate their time and effort to completing their goals – it will not just be handed to them. Being accountable for your professional development is essential, regardless of your age.

**Rania Nazmy**  
Marketing Communications Manager,  
ENOC Retail

Millennials have grown up in a digital-centric age with product customisation and many choices, which is why they understand the customer-centric approach to marketing. Our retail customers no longer want one-way communication and instead want to have a personalised connection with a brand that shares their values. Today's leadership practices are centred around inspiring and encouraging team members to bring their own innovative and disruptive ideas to the table, beyond simply managing personnel.

Management must have faith in Millennials' ability and allow them to shine. Our ever-changing professional environment means an ability to react positively and quickly to unexpected scenarios is key. As the prominence of crowd-sourcing and platform-led models grows, today's leaders must identify and utilise positive disrupters in our business before competitors tempt them away. This entrepreneurial spirit is precious. Millennials do need to learn from the experience of generations past, but their fresh approach to business should also be embraced.

**Shamma Al Rumaithi**  
Marketing Executive,  
ENOC Marketing

The older generation are sharing their professional advice and wisdom online, which is valuable for Millennials just starting their careers. Online postings of videos, articles, podcasts and more give the young leaders of tomorrow the chance to integrate the lessons learned from the older generation into their daily working lives.

I am four years into a job that I love, which would not be possible without the guidance and support I received from my managers – all of whom are older. They have taught me multiple skills, including how to interact with my team and partners to achieve a goal that supports ENOC's vision. Their advice has been invaluable.

Vice President and Prime Minister of the UAE and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, is the best example of how to share knowledge across generations. His Highness has authored books and held interviews about the power of positivity and how to become a great leader. Those who take such advice on board have the best chance of growing into positive and effective leaders.

As market dynamics are forever shifting, it is also crucial to be a fast learner and to actively research how best to achieve the next step in your professional journey. This proactive attitude means you can keep pace with – or even lead – changes in today's competitive industries.

\* Responses in this section are based on employees' feedback on the work integration between millennials and baby boomers in the energy sector.



### Baby Boomers

**Farid Al Bastaki**  
Director,  
ENOC Aviation

The young generation have the willingness to take on leadership roles, but they need to build their leadership skills to get there. They face a demanding checklist. Leadership talent must have a 'take charge' attitude that results in better performance, efficiency and growth. They must be strong team players who can cope with significant stress and understand both global macro trends and industry-specific details. They must be able to speak convincingly to varied audiences, which calls for intellectual deftness, an easy-going character, and a willingness to positively respond to criticism. Above all, talent must be at ease with the constant state of flux in today's energy markets and beyond – no two days are the same. Those who respond most proactively will thrive.

In the 1970s and 1980s, young people waited patiently to climb the corporate pyramid. Today, workers in their twenties want a new job or assignment every 12-24 months. Accordingly, companies need to facilitate talent mobility, job rotations and special assignments to keep Millennials' appetite for change satisfied.

I have painstakingly climbed the rungs to achieve my goals over the last 25 years, having started as a supervisor after graduating from college. Difficult and complex challenges along the way forced me to confront my fears. ENOC's management recognised my qualities – openness and confidence – from the beginning, and they have given me tremendous support throughout my professional journey. Their guidance has given me the ability to get things done and make tough calls.

**Mohammed Sadek**  
Director,  
ENOC Lubricants

There is always room for the younger generation to lead businesses, but they must have the right skills and fully understand the industry. This foundation of knowledge ensures that Millennials do not try to reinvent the wheel, or use resources – human capital, finances, facilities – unwisely. There are many benefits to having the younger and older generations work together. Both bring different skills to the table, which strengthens the overall offering.

In ENOC's Lubricants Sales & Marketing team, the enthusiastic young joiners produce better results when they are encouraged to apply their recent academic learning and digital know-how to their work. At the same time, everyone benefits from the decades of experience and knowledge being shared by the older generation.

Whatever their age, leaders must be able to gauge the macro business and economic outlook, and then zoom in to see how it will affect their company's operations. Every leader, no matter how big or small their team, must invest time and effort into ensuring that they always have a full understanding of what is a fast-moving market.





## A focus on human capital development

Continued

Members of ENOC's Executive Committee share their thoughts and opinions about the importance of further developing professional skills to enhance employees' career paths.



**Ali Rashid Al-Jarwan**  
Managing Director, Exploration & Production and CEO of Dragon Oil

Self-drive, excellent teamwork and a motivation to learn form the core of my work ethic and professional achievements over the last 30+ years.

My interest in the working world started to take shape when I was just nine years old. My father was the captain of a Dhow ship, and watching him and my family operate the business was a fascinating and unique learning curve. It taught me the importance of continually assessing risk, evaluating opportunities and maximising commercial benefits. I also learned the value of honesty, integrity and loyalty – key ingredients of successful leadership.

In high school, I became intrigued by petroleum engineering after seeing the image of a petrol flame on the front cover of Kuwait's scientific magazine, Al Arabi.

Little did I know then that my career would encompass so many different and interesting roles, from spending six months training in Dallas, Texas (USA), to becoming CEO of Abu Dhabi Marine Operating Company (ADMA-OPCO). I have also worked in geology, environment, health and safety (EHS), commercial operations, and exploration and production (E&P).

Through the decades, my appreciation and respect for teamwork has only increased. Today's younger generation needs to keep working hard. As a 28-year old Senior Reservoir Engineer, I started work at 3am for 20 consecutive days in order to learn everything I could about the job and to gain the respect of the team. There are no shortcuts: hard work pays off.



**Sina Khoory**  
Executive Director, Shared Services

One word: empowerment. With an engaged and ambitious management, a passionate team can achieve remarkable goals in a short period of time.

In just three years, for example, we restructured ENOC's IT department into a performance-based system with a stronger focus on customers. We kept abreast of changes in the wider market and quickly adapted to ensure we remained at the front of a competitive industry.

Such flexibility and value creation through cost-efficiency is gold dust in any business, and is only possible with the support of a progressive management team. This was just the first step.

Welcoming the progress in the IT department, ENOC's management supported the rollout to other corporate services. A benchmarking study was done by an external consultant, which reaffirmed that the structure and performance we implemented in Group IT was world-class and a strong template for application to other services. These included Human Resources, Procurement, Financial Services, Engineering and Project Management, and Corporate Real Estate. And so, ENOC's Shared Services was born.

I am excited to see what other progressive steps the younger generation, full of ideas and energy, will explore.

Inspiring passion and a strong work ethic in every member of your team creates a positive working environment that can unlock the full potential of any company. It is a case of emotional intelligence and understanding human nature: the more supported we are, the more we thrive.

In ENOC, a diversified and complex energy group, this is especially critical because it is almost impossible for a single individual to have a perfect understanding of all operational, tactical and strategic matters. Team members must work together so that one person's weak spot is plugged by another's strength, and vice versa. Without a robust team, the goals and vision of any company will fall short of their full potential.

Continually enhancing human performance requires passionate leadership and management, which supports the concept of positivity in the workplace. His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, said it best: "Do not underestimate your thoughts, because your energy, determination, success and even health, are directly linked to your positive thoughts."

Teamwork is also key to creating a holistic outlook: an ability to look at the macro-outlook as well as finer details. This ensures that all the moving parts of ENOC's value chain are operating seamlessly and that we are on track to support Dubai's strategic goals.



**Hesham Ali Mustafa**  
Executive Director, Group Strategy & New Business Development



**Petri Pentti**  
Group Chief Financial Officer

Success in the workplace is centred around an ability to adjust. Whatever your age, being willing to learn new things and be exposed to different types of people from different organisations and cultures gives you a firm footing to carve out a fascinating and positive career. Every experience encompasses unique lessons and challenges. The more you embrace change and diversity, the faster your evolution into an agile thinker and a strong team player with an inspired attitude.

Such an attitude is especially important in Dubai, as innovative and positive progress continually changes the face of the world-leading city.

Living in Dubai has been a pleasure for me and my family, and it has been a privilege to have the opportunity to contribute to the growth and success of ENOC, especially during a time of such change.

I would particularly advise Millennials taking their first steps into the professional world to think hard about what experiences they could embrace to broaden their thinking and opportunities – and then to take action!



## A focus on human capital development

Continued



**Zaid Alqufaidi**  
Managing Director, ENOC Retail

Career development extends across the entirety of our lives, from leaving formal education to the day of our retirement. There are various variables in the equation for professional success. It is a combination of hard work, supportive management and colleagues, and a progressive attitude. And more hard work. This is not something anyone should shy away from.

Hard work is a cornerstone of ability to improve our strategic and emotional intelligence – both are very important in the workplace! Those who wish to remain in the same job doing the same routine tasks for decades will not thrive compared to those who are hungry to excel at their roles and then move on to the next challenge.

A sense of fluidity is healthy: the business market does not stay the same and neither should our skill sets. This approach and ENOC's continual support have led me to have a deeply satisfying and enriching career. Having the opportunity to 'taste' the many different flavours offered by ENOC's divisions has enabled me to develop a holistic skill set. In turn, this has supported my goal of reaching the higher ranks in the organisation.

Career development is a self-initiated process. Therefore, the responsibility lies with you and the results will show when you achieve your career goals. My background is in electrical engineering, but I thoroughly enjoyed business administration and management. To enhance my professional development, I strengthened my education obtaining an MBA and additional training courses.

To pursue a career in a field that you are passionate about is key; pursue the things you love doing and do them to such a high level that you excel. When I was offered an opportunity in 1999 to work at ENOC refinery, I decided against the role, as I did not think I would be able to commit to it wholeheartedly.

Instead, I joined EPPCO Lubricants as a Commercial Sales Manager. I made sure I learned fast, applied myself and hence, more opportunities came my way. Career advancement is an ongoing process of developing your skills and knowledge; to enable you to plan and make informed decisions, to help you advance and excel. Perseverance is also required, never giving up no matter what challenges are encountered and refusing to be discouraged no matter what.

It is important to remember your career is a path and each job you have is a stepping stone to the next; success and achievement will come if you are consistent, passionate and eager to continuously learn and excel at what you do.



**Burhan Al Hashemi**  
Managing Director, ENOC Marketing