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Steering clear of disruptions after transfer of project, a major challenge

Kuwait Integrated Petroleum Industries Company (KIPIC) is one of the largest subsidiaries of Kuwait Petroleum Corporation (KPC), says KIPIC's Deputy CEO for Financial and Administrative Affairs Khalid Al-Qaoud who also serves as official spokesman of the company. Al-Qaoud added that the parent company (KPC) and fellow subsidiaries have provided all forms of endless support for the nascent KIPIC. A major challenge for KIPIC after transfer of the three projects-- Al-Zour Refinery Project, LNG Import Facilities and Petrochemicals Complex (PRIZe) was how to avoid disruptions of work. He affirmed the foundation of the company has been set and KIPIC is expected to take huge leaps in the coming period.



Khalid Al-Qaoud

KIPIC has also accepted many engineers and fresh graduates with various administrative specializations; in addition to employing diploma holders who, together with the engineers, will provide technical support. For the KIPIC DCEO, Al-Zour Refinery will be one of the pillars of the Kuwaiti economy, and an integral part of the KPC strategy of refining and petrochemical sector. Al-Qaoud said KIPIC offers a great opportunity for those seeking creativity, development and competition.

In order to assure employees in the oil sector after the emergence of baseless rumors on the transfer to KIPIC, the company prepared a list of questions and answers covering the issue in detail.

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KIPIC.. finally takes off



One of KIPIC's projects

The actual take-off of Kuwait Integrated Petroleum Industries Company (KIPIC) took place in April 2017, as one of the largest subsidiaries of the Kuwait Petroleum Corporation.

Established with a capital of KD 1.8 billion in October 2016, KIPIC includes one of the most integrated oil complexes; Al-Zour Refinery, Liquefied Natural Gas (LNG) Import Facilities and Petrochemicals Complex.

KIPIC has adopted an outstanding vision to be a leader in the integrated

downstream refining petrochemicals operations and LNG supply. This is essential to maximize shareholders' value, achieve operational excellence, unleash the potential of our people, and caring for the community.

KIPIC's mission focuses on producing refined oil, manufacturing petroleum derivatives and petrochemicals, and supply LNG in a reliable, efficient, safe and environmentally responsible manner to meet Kuwait's energy demand, maximize profit through integration,

develop a professional and competent workforce, and push the national economy toward more progress and prosperity.

It is considered the first integrated company for the following industries in Kuwait Petroleum Corporation.

It is expected to grow rapidly over the next five to six years to keep pace with the progress of the construction and start-up and performance improvement, which will result in better opportunities for the professional development of the employees of the company.

CEO's message

Integration vital for creating value

Dear Colleagues,
Major companies in the Oil & Gas Sector worldwide are trying their best to improve their bottom lines by appropriately integrating their various business activities, including upstream and downstream businesses.



Hashim Hashim

Kuwait recognizes the need for such business integration and KIPIC was set up as the first integrated subsidiary of KPC with the prime objective of creating value for the refinery by suitably integrating with downstream petrochemicals so that the company could operate as a profitable organization, adding significantly to the economy of Kuwait.

KIPIC is, therefore, executing the Petrochemicals Integrated Refinery Project at Al-Zour (PRIZe), alongside Al-Zour Refinery. This project envisages utilization of intermediate feed stocks of refinery for further conversion into highly valuable petrochemical products such as Para-Xylene, Benzene, Poly Propylene etc. PRIZe has planned to integrate with refinery on various aspects such as process integration/exchange of intermediate feed stocks, utilities integration, storage & handling facilities integration, infrastructure integration, plot space integration etc. to derive maximum benefits out of the synergies between the two projects.

Integration is also proposed with the LNGI facility at the same site to utilize maximum amount of cold energy available with the LNGI project.

As Al-Zour Refinery & LNGI projects are already in EPC phase, timely identification and design definition of integration opportunities will help implement them before commencement of operations so that costs are minimized. It is expected that all such identified opportunities of integration will achieve substantial benefits and huge saving in Capex and Opex.

I urge all of you to support and embrace the integration efforts as part of our brand message of making more possible for KIPIC, for the oil sector and for Kuwait.

Hashim Hashim

Chief Executive Officer

Al-Khashti and his colleagues enjoy unlimited support from KIPIC

Al-Khashti, the first fresh graduate on board KIPIC, reaching for the sky!



Mohammed Al-Kashti (right) with Abdulaziz Al-Sabij

When Mohammed Al-Kashti stepped into KIPIC offices for the first time, he had high expectations. "Steady feet on the ground, reaching for the sky," was the feeling that dominated my thoughts when I entered KIPIC then," narrates Al-Khashti – the first fresh graduate appointed in the company.

The KIPIC employee No. 101, studied Administrative Information Systems (AIS) and graduated in 2014. He was appointed at KIPIC's Human Resources Development. Motivated by great hopes, Al-Kashti is now working on his MSs.

Aiming for the sky, Al-Kashti, like many Kuwaiti youths who are keen on working towards a better future for their nation, has great hopes for a brilliant future. This coincided with the birth of KIPIC, which is taking its initial steps for distinction with fellow Kuwait Petroleum Corporation (KPC) subsidiaries.

Al-Kashti is certain that through collective work at KIPIC, they can realize aspirations of the company.

"I have embraced the dream of working in the oil sector since my university days. Now, I am determined to make the best use of my studies and experience for the good of the company I work for, and also to realize my own dreams," he said.

Al-Kashti and his colleagues received unlimited support from KIPIC's administration, which offered them adequate courses and other facilities, so that they could fulfill their mission as perfectly as ever.

Referring to the nature of his work, the young KIPIC staffer said he and his colleagues at the department are working diligently to design a system on the human resources concept, making sure that all services are easily and smoothly rendered to the company's staff.



Mohammed Al-Kashti

Al-Awadhi: KIPIC obtains industrial license and customs exemption in record time

Strenuous efforts exerted to complete procedures

Kuwait Integrated Petroleum Industries Company (KIPIC) obtained industrial license and customs exemption certificate in record time even if the usual procedures were followed, said Manager of Al-Zour Refinery project at KIPIC Khalid Al-Awadhi.

Al-Awadhi thanked the KIPIC officials who closely and assiduously followed up the procedures with the Public Authority for Industry (PAI)

and the Kuwait General Administration of Customs (KGAC), saying that their efforts yielded fruit eventually.

He said that their hard work was crowned with an agreement with the KGAC, through which, KIPIC will recover sums previously spent on customs clearance.

He also commended KIPIC's administration for backing these efforts that led to swift and successful outcome.



Khalid Al-Awadhi

KIPIC's Health and Safety Group coordinates with Coast Guard and fire directorate



KIPIC's health, safety group with officers from fire directorate

As part of the responsibilities of Kuwait Integrated Petroleum Industries Company (KIPIC), the company's Health, Safety, Environment, Security and Fire Fighting Group held a meeting with representatives of the Kuwaiti General Directorate of Coast Guard.

The two sides discussed

ways to coordinate their efforts in responding to emergencies.

Head of the group, Abdullah Al-Awadhi, welcomed the Coast Guard officials, briefed them about KIPIC's ongoing mega projects -- Al-Zour Refinery, LNG Import Facilities and Petrochemicals Complex, and



... and during a meeting with coast guards

how essential they are for the Kuwaiti economy.

Attending the meeting from the Kuwaiti General Directorate of Coast Guard were Director of Maritime Operations Colonel Talal Al-Munis and Major Nawaf Al-Duseri. KIPIC was represented by Chief Fire Officers Tarek Al-Ferij and

Issa Abdulrahman, and First Security Officer Nasser Al-Ajmi.

Meanwhile, KIPIC, through its Health, Safety, Environment, Security and Fire Fighting Group, held a coordination meeting with representatives of Kuwait Fire Service Directorate (KFSD).

Group managers, team leaders ink contracts with KIPIC



KIPIC officials managers and team leaders

Kuwait Integrated Petroleum Industries Company (KIPIC) saw its actual launch after announcing its administrative structure. A host of managers and team leaders signed their employment contracts with the company at the Hubara Club of Kuwait Oil Company (KOC).

KIPIC is taking steady steps to secure a distinguished spot for Kuwait on the world map of integrated oil industries, based on a strategic vision and determination for achieving further success, as well as unprecedented quantum shift in the oil sector in Kuwait. This is part of an effort to realize an add value for the national economy by Kuwaiti hands, in a bid to fulfill His Highness the Amir Sheikh Sabah Al-Ahmad Al-Jaber Al-Sabah's vision to transform Kuwait into a global commercial and financial hub.

"KIPIC's mechanism for choosing its staff is based not on 'quantity, but on quality'," CEO Hashim Hashim said on the occasion. "It is a company with great expectations and aspirations that will be realized only through outstanding capabilities and efficiencies," he explained.

"The concept behind KIPIC is based on integration, for realizing more added value for the Kuwaiti oil sector through integrated work among the national projects," he added.

"Establishing such a company for that vital and strategic role was not an easy task, and the key element was the 'human element'," he noted.

"Thus, our choice of KIPIC's staff was based on accurate and precise rules," he affirmed.

Meanwhile, Hashim revealed that they have drawn up a crystal-clear work plan for the implementation of KIPIC's projects. "Work has started to establish the company's financial, administrative and commercial systems. The crucial goal was choosing the 'first team' for the establishment phase," he said.

"Transferring staff from their original companies to KIPIC was not at all easy for them; they moved to a different environment amid various challenges, but we have been working as 'one team'. I have confidence in the ability of all KIPIC staff to overcome any problem that might arise, and we will give a hand to everyone," he concluded.

For his part, KIPIC's General Services Group Manager Ismail Ali Ahmad said they will move to a new building next July.

"This will push work and help meet the needs and requirements of the KIPIC staff," he added.

He went on to say that KIPIC, and its leaders, will spare no effort to motivate the staff in all sectors of the company, providing a favorable work environment that encourages creativity and distinction, for the good of KIPIC and the entire Kuwaiti oil sector.

KIPIC's Corporate Planning Group Manager Nadia Bader Al-Haji reviewed the company's operational plan and work mechanism.

She said that KIPIC's major goal is to achieve integration through building, operating and managing Al-Zour Refinery, LNG Import Facilities and Petrochemicals Complex. "Together, the three are part of a wider strategic and grand development project in Kuwait," she added.



Signing of the contracts



Nadia Bader Al-Haji with Hashim Hashim

KIPIC unveils 'integrated' logo

Kuwait Integrated Petroleum Industries Company (KIPIC) has unveiled its integrated logo which conveys a strong and confident message of its launch.

"The left part of the logo, the letter 'K' in yellow, green and blue, was designed in an artistic style inspired by the concept of integration and growth,

and boosts the company's Kuwaiti identity," KIPIC's CEO Hashim Hashim said.

The colors of the logo were carefully selected, with the yellow color symbolizing energy and industry; the green color represents the company's keenness on protecting the environment, and the blue reiterates

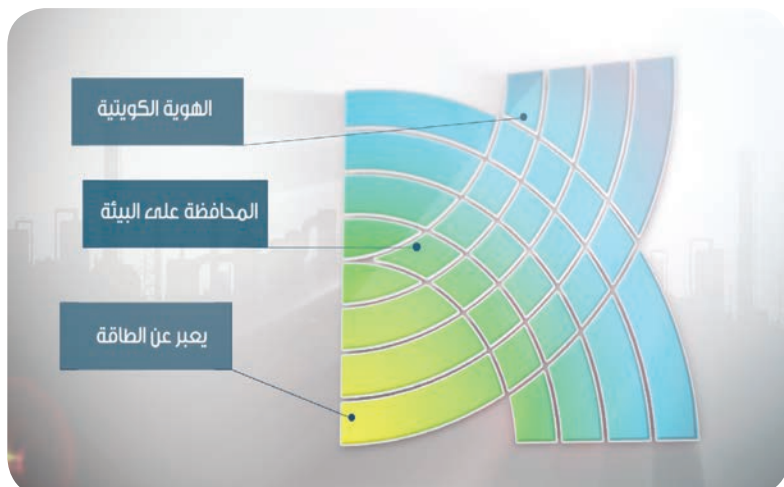
KIPIC's Kuwaiti identity, Hashim added.

The lines of the logo, and the way they are interwoven and intersecting, symbolize the company's integration of all sections of oil industry, he noted.

They also reveal the doubling effect of integration

for diversifying the national economy and securing the energy needs in Kuwait, as well as assisting the private sector, he noted.

Under the English acronym in the logo, the company's short name in Arabic is written, as that of integration, he concluded.



Explaining the logo



KIPIC's formal logo



Colours' harmony

Transfer of projects to KIPIC, a milestone in company's history



contracts signing

Hashim Hashim: Historical day, actual liftoff for KIPIC

Kuwait Integrated Petroleum Industries Company (KIPIC) announced the signing of contracts, paving way for the transfer of two projects -- Al-Zour Refinery and LNG Import Facilities -- from Kuwait National Petroleum Company (KNPC) to KIPIC.

A contract was also signed to transfer management of the Petrochemicals Complex (PRIZe) at Al-Zour from the Petrochemical Industries Company (PIC) to KIPIC.

The signing ceremony which was held at the KNPC headquarters in Al-Ahmadi, signaled the actual takeoff toward integration.

Due to unlimited support from Kuwait Petroleum Corporation (KPC), KNPC, PIC, Kuwait Oil Company (KOC) detailed studies, related to measures, legal and technical grounds for the transfer of projects to KIPIC were achieved in record time.

Since KIPIC was founded in

October 2016, a committee was formed consisting of commercial and legal managers from the oil sector, and legal consultants. They studied all the relevant procedures, identified the requirements and steps for the contracts to transfer the projects to KIPIC. Recommendations were submitted by the end of 2016.

The committee, in cooperation with Al-Zour Refinery Manager and the Petrochemical Complex management, worked on the transfer agreements, and contacted contractors to explore their views in January-March 2017.

All agreements for transferring the projects were prepared and signed by the contractors in April 2017.

The contracts include the main production units (TecnicasReunidas, Sinopec and Hanwha); key process units, utilities and infrastructure (Flour, Daewoo and Hyundai); tanks, related road works, buildings, pipe

racks and pipelines (Saipem and Essar); marine facilities (Hyundai, SK and Saipem); the LNG Import Facilities (Hyundai and KOGAS), and finally Amec Foster Wheeler, project management consultant (PRIZe) for the Petrochemicals Complex.

Speaking at the signing ceremony, KIPIC's CEO Hashim Hashim said: "This is a historical day, as the responsibility of strategic development projects have been transferred from the fellow companies, KNPC and PIC, to KIPIC."

"Great efforts preceded the day, which is considers the actual takeoff of KIPIC," he said. Hoping the step "will be a momentous addition to the oil sector and our beloved country."

"Eleven contracts were signed, thereby, transferring the responsibility of managing the projects to KIPIC," KNPC's CEO, Mohammad Ghazi Al-Mutairi said.

However, the transfer does not imply that support to KIPIC will come to a halt, Al-Mutairi stressed.

"We shall carry on offering KIPIC all logistic and human backing, since KIPIC's success will be referred to the entire oil sector," he said.

Al-Mutairi noted that the execution rate at Al-Zour Refinery hit 28 percent, and in the LNG Import Facilities 11.11 percent.

For his part, PIC's CEO Mohammad Al-Farhoud commented: "This is the actual takeoff of KIPIC which, only three years ago, was an idea for a giant company."

The follow-up responsibility of Al-Zour Refinery and the Petrochemical Complex has thus moved to KIPIC. "We will continue offering backing and expertise to all KIPIC's projects, wishing it all success."

"We are looking forward to the day when these projects are fully achieved," Al-Farhoud concluded.

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Mohammad Al-Farhoud:
Support to KIPIC with expertise to go on

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Strong takeoff toward integration, after vigorous efforts

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Mohammad Ghazi Al-Mutairi: 11 contracts signed, responsibility transferred

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Procedures, legal grounds achieved in record time



Preparing for signing



Mohammad Al-Farhoud With Hashim Hashim



Part of the signing



Mohammad Al-Ghazi Al-Mutairi With Hashim Hashim

KIPIC board and executives get a glimpse of Al Zour Refinery Project and LNG Import Facilities

Kuwait Integrated Petroleum Industries Company (KIPIC) has announced that work in the Al-Zour Refinery is proceeding as smooth as ever, despite the rise of some expected difficulties, normal in such an enormous development project.

KIPIC's board of directors and executive team visited the five packages of Al-Zour mega project, to follow up the rate of achievements so far.

KIPIC's CEO Hashim Sayed Hashim said, "The responsibility of KIPIC's board of directors and the executive body is to follow up work in the giant projects. Therefore, today, we are visiting Al-Zour Refinery, after a visit two weeks ago to the facilities of the LNG Import Facilities."

He referred to the "assiduous and close follow up of the Petrochemicals Complex project, which is still in the phase of engineering

design."

"I am confident that Al-Zour Refinery and the LNG Import Facilities will be accomplished on time," Hashim said.

"The board of directors and the executive body have seen how work is proceeding. I would like to thank the team superintending the ongoing work," the KIPIC's CEO said.

"Normally there are challenges, since this is a mega and sophisticated development project, but the unrelenting efforts of the follow-up team and the contractors will, no doubt, lead to accomplishing within the timetable," Hashim said.

"Work requires industrious and close follow-up, and so far the rate of achievement is satisfactory despite some challenges. The company and the contractors will exert utmost efforts to avoid any delay," he stated.

For his part, KIPIC's Chairman Hamza

Bakhsh said that the visit is "part of the board of directors' role for inspecting the site, making sure work is proceeding smoothly and competently."

"We believe, along with the executive body, that field visits at intervals help follow up the latest developments of implementation, as well as giving technical and spiritual support to employees, by showing appreciation of their hard efforts in that scorching weather," Bakhsh noted.

He referred to the visit as "very fruitful, as we have inspected a huge part of work. We are looking forward to more!"

"It is fantastic; five million working hours free of accidents. This is a magnificent achievement for the mega project, with such sophistication and vast geographical area," he added.

KIPIC's Deputy Chairman, Fahad Al-Ajmi said: "We toured the five packages of the

project and saw how work is going on by leaps and bounds, in the two projects that are crucial for the Kuwaiti oil industry, and development."

Al-Ajmi praised the team superintending work in the project, as well as the contractors, noting that they "immediately handle any failure" that might emerge. He referred to great hopes of accomplishing work on time.

For his part, Al-Zour Refinery Manager project Khaled Al-Awadhi said that such visits play a key role, giving impetus to all those involved in work. He added that the visit was fruitful, inspecting work in the five packages and "we explained the progress that has been made."

Al-Awadhi voiced optimism, saying "matters are promising" in spite of the expected challenges and complications that can be overcome through "organization, follow-up and cooperation."

Photos from the visit



KIPIC's top officials being briefed on work progress.



Work proceeding by leaps and bounds



KIPIC recruits 1st batch of Al-Zour Refinery field operators



Al-Ajmi:
Satisfied with first batch of operators on board

As part of a strong belief in the necessity of backing national workforce and boosting their participation in the labor market, and the vision to develop Kuwait into a global commercial and financial hub, Kuwait Integrated Petroleum Industries Company (KIPIC) celebrated the recruiting of the first batch of Al-Zour Refinery operators.

The 59 operators will undergo training at Kuwait National Petroleum Company's (KNPC) Mina Abdullah Refinery (MAB) process units.

They will start work immediately, KIPIC's Human Resources and Career Development manager Abdulrahman Al-Alyan said, adding that the training period would take a year and a half to two years to get experience on units, similar to those at Al-Zour Refinery.

Once Al-Zour Refinery is accomplished, the operators will be moved to the site.

KNPC signed a cooperation agreement with the Public Authority for Applied Education and Training (PAAET) for

training operators of oil companies and KIPIC through a program prepared by KNPC.

The program aims to boost the operators' capabilities through specialized adequate studies, and then appoint them in oil companies after graduation.

Al-Alyan highly appreciated KNPC's initiative for training the first batch of fresh graduates in KIPIC as operators on the hands of KNPC's specialists. He voiced optimism over carrying on with cooperation with KNPC.

"The training will be confined to Al-Zour Refinery operators, not LNG Import Facilities or the Petrochemical Complex staff," he said, referring to KIPIC's ceaseless close supervision of the new employees. This includes regular weekly visits, and training programs to meet the future needs of the company.

Meanwhile, Operation Group Manager at Al-Zour Refinery Ali Mohammad Al-Ajmi,

expressed pleasure for the first batch of operators being on board, in line with KIPIC's policies.

He highlighted the close cooperation with KNPC for providing due training to KIPIC's staff.

"During the 18-24 month training, the operators will be distributed to the process units of MAB Refinery, which are similar to those at Al-Zour Refinery," Al-Ajmi said.

In line with the first phase of the training program, the operators will join the process units at MAB.

In the second phase, they will move to Al-Zour and have further training on similar units at KIPIC.

He revealed KIPIC's intention to include the company's employees in specialized training programs both at home and overseas aiming to promote their capabilities and performance as the first group in Al-Zour Refinery operation group.



Al-Alyan:
cooperation agreement with PAAET attracts operators



The first batch of the operators



Part of the signing



Training courses for the operators



A group of new operators

Hashim Hashim: KIPIC to be remembered in history as key edifice of oil sector

CEO of the Kuwait Integrated Petroleum Industries Company (KIPIC) Hashim Sayed Hashim said that history will remember KIPIC as one of the top edifices of the oil sector in Kuwait, thanks to the efforts of the company's staff.

"You will be the foundation group of the edifice," Hashim told the KIPIC's staff/workers in a meeting.

"I am really pleased to be among your group, some 100 kilometers from Kuwait City, in this friendly gathering," he said.

"KIPIC was launched six months ago, but actual takeoff took place last month. All these people who have been flocking into the company, with their long and deep expertise in the industry, will constitute the nucleus of KIPIC's takeoff," Hashim added.

"In May, we spoke of the 'takeoff' and then the company had 200 staff members. Today they are 300 and they will double. By March, 2018, the figure is expected to rise to 800," the CEO stated.

"Reviewing the history of other companies, one can easily see how KIPIC's blast off

was unprecedented," he stressed. "This necessitates joining efforts of all, the human resources, systems or projects follow-up."

"I'd like to congratulate those of you who I have not had the chance to welcome before, and tell them that they are major elements of the company," said Hashim.

He also told them that they would have training programs to qualify them for managing the huge plants, saying the company would work on attracting the Kuwaiti youth qualified in the field.



Hashim Sayed Hashim speaking to KIPIC employees



Female employees



Discussions among KIPIC officials



A group of KIPIC employees

Al-Qaoud: KIPIC to take giant strides soon in the next period

Oil sector employees' fears due to baseless rumors on transfer to KIPIC eased

Integration provides added value to production along with more benefits

Foundation is laid down, KIPIC takes giant strides



KIPIC provides great opportunity for creativity, development and competition

Al-Zour Refinery basic economic asset vital for refining and petrochemical industries

KIPIC employs engineers and fresh graduates with various specializations

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Al-Qaoud added that the parent company (KPC) and the fellow subsidiaries have provided all forms of endless support for the nascent KIPIC.

A major challenge for KIPIC after transfer of the three projects- Al-Zour Refinery Project, LNG Import Facilities and Petrochemicals Complex (PRIZe)- was how to avoid disruptions of work. He affirmed the foundation of the company has been set and KIPIC is expected to take huge leaps in the coming period.

KIPIC has also accepted many engineers and fresh graduates with various administrative specializations; in addition to employing diploma holders who, together with the engineers, will provide technical support.

For the DCEO, Al-Zour Refinery is one of the pillars of the Kuwaiti economy, and an integral part of the KPC strategy of refining and petrochemical sector.

Al-Qaoud said KIPIC offers a great opportunity for those seeking creativity, development and competition.

In order to assure employees in the oil sector after the emergence of baseless rumors on the transfer to KIPIC, the company prepared a list of questions and answers covering the issue in detail. Following is a full transcript of Al-Qaoud's interview.

What are the main challenges in establishing KIPIC's administrative systems?

A major challenge was selecting the human element, and then transferring it to KIPIC. The second was how, as a new company, to keep away from obstacles that other KPC subsidiaries faced. A deadline was set and we were pressed for time to achieve the goals.

How far will KIPIC depend on modern technology in its financial and administrative affairs?

We are operating as part of KPC, and there are well-established systems applied in all subsidiaries within unified policies. However, the door is always open for development and creativity. KIPIC has so far developed certain systems found in other fellow subsidiaries to meet the company's needs.

What about the projects that are not "existing"?

Priority is given to existing ones, namely Al-Zour Refinery and the LNG Import Facilities which are fully supported by Kuwait National Petroleum Company (KNPC). It is normal that the new company where they would be transferred to applies the same systems to avoid even the slightest disruption.

In other words, maintaining the existing operations in both projects where a major challenge.

We had to build a financial system, the staff establishment plan and relations among various administrations inside KIPIC. This involves two elements: the human element which includes training employees, organizing their attendance and assessing them. The second element is financial dealing with contractors. Both need certain systems so that work can proceed easily.

Would you shed light on KIPIC's system of receiving applicants?

KIPIC built its administrative structure, mainly relying on expertise for setting up systems and laying down foundations.

Then, it turned to new graduates and many have

been employed, both technical and non-technical staff. Training programs were prepared in a fellow subsidiary company to qualify them so that they could be a part of KIPIC's staff establishment plan.

We have accepted many engineers and new graduates with various administrative specializations, in addition to employing diploma holders who, together with the engineers, will provide technical support. Non-technical graduates were taken in to support the administrative system.

May you give us a brief summary about the recruitment plan?

The recruitment plan of Kuwait Integrated Petroleum Industries Company at this stage depends on the need of the company to provide the type of employment required during the stages of implementation and operation of the three projects of the company and the different stages for some.

There is Al-Zour Refinery which is currently under construction, and the expected completion and operation will be in 2019/2020. Also, the LNG facilities project, which is at the initial stages of construction and is expected to be completed and operational in 2021. This is in addition to the petrochemical complex which is now in the stage of preparation of preliminary engineering studies and is expected to be completed in 2023/ 2024.

Therefore, the different stages of implementation of projects require labor at various points of time.

The company has conducted a preliminary study to develop a recruitment plan that identified the company's manpower requirements over the next five years. This plan includes all the technical and administrative functions of all the company's activities, as the company seeks to provide the most possible opportunities for the Kuwaiti workforce including the fresh graduates, and then support and development to manage the company's integrated assets and upgrade them to global levels.

How do you value KIPIC on the local and international levels?

Locally, KIPIC is a unique company with its three major projects. The main goal behind founding the company was to achieve integration among them.

On the Gulf scene, KIPIC will be a top competitor, since the dominant orientation at present is connecting petrochemical and refining projects together, as complementary. This has taken place in Saudi Arabia, and we are following suit. It is the same at the world level.

How far is the positive impact of the philosophy (concept) of integration in the oil industry?

Integration has become basic in the oil industry as it gives added value to the crude, and consequently, more benefits. This is the main goal behind the concept.

How did KPC and its subsidiaries help KIPIC come into existence?

KPC is the founder of KIPIC, as part of the corporation's refining and petrochemical policies.

Together with KPC, KIPIC's fellow subsidiaries have been offering limitless support to the company since "birth."

All have demonstrated full cooperation and support helping KIPIC overcome difficulties; either in the foundation phase, preparing official documents or forming the board of directors and beyond.

What message would you like to convey to employees afraid of being transferred to KIPIC?

There have been baseless rumors regarding the issue. For instance, it was said that those transferred to KIPIC shall have their end-of-service benefits being calculated according to the new relevant law.

In compliance with the directives of KIPIC's Chief Executive Officer (CEO), we prepared a list of questions and answers covering all relevant topics in detail, in order to quash rumors and assure employees

in the oil sector. Most are afraid of being transferred to KIPIC as it would allegedly affect their work

history, meaning, they will be dealt with as newly-appointed. We stressed the fact that moving to KIPIC entails no disruption in career or work history. The company is keen on preserving the rights, gains and advantages of the transferred staff.

CEO Hashim Hashim was generous enough, as he sat with them and provided answers to all relevant queries. This helped a lot in alleviating their fears and assured them that their rights are preserved.

What was the response?

There was a remarkable response, which we followed on Twitter, and as felt from a number of those willing to move to KIPIC, especially the new graduates.

How would you sum up the current phase at KIPIC?

First of all, I would like to express gratitude to all the fellow companies that sincerely cooperated with us. The foundation has been set for KIPIC, and the company is expected to take huge leaps.

KIPIC is already hard at work, even competing with fellow companies for distinction. It has designed a "distinguished logo" and has been working out a different culture among the employees who joined. Internal competition is essential for further development and creativity. KIPIC offers a great opportunity for those who are after creativity, development and competition.

What about the national role of KIPIC's staff?

There is no doubt that they play a key national role. Al-Zour Refinery is one of the pillars of Kuwait's economy, and an integral part of the strategy of the refining and petrochemical industries in the country, which will also serve the private sector.

KPC has organized fair-for-all investment opportunities as output of Al-Zour Refinery. They are being studied and will be offered to the private sector. It is not only a tool of the national economy and realizing more revenues, but a support for the private sector as well.