Labour Day:

Appreciation and Gratitude to Our Partners in Success

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On May 1st, 2025, we celebrate International Labour Day, which is a time to honour the efforts and dedication of all employees who contribute to supporting the journey of achievements and achieving more success.

On Labour Day, we stand in appreciation and gratitude for our employees who represent the beating heart of our company. Their commitment and dedication have been pivotal in achieving the many accomplishments we cherish. These achievements mark significant milestones in our journey toward excellence and innovation, adding substantial value to the Kuwaiti oil sector.

Every achievement reached and every goal attained embodies the fruit of diligent work and a team spirit that recognises no impossibility. We are proud of you, today and every day. Together, we move steadily to continue the journey of achievements.

KIPIC showcases its digital and operational excellence at the 30th GPA-GCC Conference and Exhibition

Kuwait Integrated Petroleum Industries Company (KIPIC) participated in the 30th Annual Technical Conference of the Gas Processors Association (GCC Chapter) that took place in Al Khobar, Saudi Arabia.

The conference, themed "Leveraging Gas towards Energy Transition and Sustainability" brought together leading gas sector experts, professionals, and innovators from the GCC countries and worldwide. The KIPIC delegation was headed by Mr. Mohammed Fahad Al-Otaibi, Manager Operations Group (Gas) and a member of the Conference Executive Committee.

The participation also included members of the Technical Committee, namely Mr. Ghanim Al-Ghanim, Team Leader Operations (Liquefied Natural Gas), and Engineer Talal Hamadeh.

Through its participation, KIPIC was keen to showcase the latest technologies in liquefied gas processing, refining operations at Al-Zour Refinery, the role of AI in advancing the sector, and its efforts in emissions reduction and digital transformation, all contributing to supporting sustainable energy solutions.

Member of the Executive Committee

Member of the Technical Committee

Mohammad Al-Otaibi
Manager Operations
Operations (Gas)

Ghanim Al-Ghanim
Team Leader Operations
Operations (Gas)

Talal Hamadah
Operations Engineer
Operations (Gas)

This was achieved through active participation in workshops and the presentation of technical papers by a select group of KIPIC engineers, who shared their experiences and expertise in gas processing in alignment with global sustainability targets.

Pictures of the conference

Engineer

Hadla Al-Fedaghi

Information Technology Group

Paper Subject:

Empowering the AI Era unleashing digital dexterity capabilities.

Achieving digital excellence at Kuwait Integrated Petroleum Industries Company (KIPIC) through a systematic approach aimed at developing a resilient, future-ready workforce equipped for an AI-driven environment.

The paper demonstrated how this approach enables companies to effectively navigate the challenges of the digital era, fostering innovation capabilities and achieving sustainable success.

Engineer

Abdulrahman Al-Shammari

Operations (Gas) Group

Paper Subject:

High COD Impact on Refinery Wastewater Treatment Plant.

This study investigates the impact of high Chemical Oxygen Demand (COD) on the operational performance of the KIPIC Refinery Wastewater Treatment Plant (WWTP).

Joint Paper by Engineers
Hasan Jaafar and Mohammed Ershaid

Technical Services Group

Paper Subject:

Advancing Safety, Energy Transition and Sustainability in KIPIC LNG Import Terminal Flare System.

This paper explores how this method not only eliminates the risks of combustion-related incidents but also aligns with the decarbonization agenda, delivering significant economic and ecological benefits to LNG facilities.

By adopting these innovative solutions, the study demonstrates how the gas sector can transition to cleaner operations, supporting efforts toward a low-carbon future.

Engineer
Bibi
Faras

Maintenance Group

Paper Subject:

Empowering Human Capital for Sustainable Success: A Case Study of KIPIC Facilities.

The paper explored KIPIC's strategic approach to workforce development, focusing on structured on-the-job training, technical and HSSE programmes, digital self-learning platforms, and international training opportunities. It demonstrated how KIPIC's investment in empowering its employees has contributed to enhanced operational performance, innovation, and long-term sustainability.

Engineer
Bader
Al-Kandari

Quality Assurance Group

Paper Subject:

Operator Driven Reliability (ODR) in the Oil and Gas Industry.

This paper presents the implementation of the Operator-Driven Reliability (ODR) programme as an innovative digital tool aimed at improving equipment performance by empowering field operators to use Android devices instead of traditional paper-based forms.

Successful Story of Engineer
Abdulkareem Al-Mutairi

Innovative Solutions to Overcome the Challenges of Operating the Ship Loading System

Engineer Abdulkareem Al-Mutairi is one of the national talents at KIPIC, who played a pivotal role in finding innovative solutions to the challenges of operating the ship loading system. Al-Mutairi successfully enhanced operational readiness significantly and accelerated export processes.

- **Career overview:**

AbdulKareem Al-Mutairi, Sr. Engineer Instrument Maintenance at KIPIC since 2017, previously worked at Fluor International. He joined the Projects Team during the Petrochemicals Project's preliminary design phase, developing instrumentation and control systems specifications that improved quality. His advocacy for open competition in control systems tendering generated significant financial savings for the company.

He later joined the Operations Department – Maintenance Group, leading digital transformation initiatives, including the Smart Supply project. Though the team technically completed the project, licensing issues prevented the activation. He also contributed in the successful implementation of the Asset Management programme, earning high-level recognition for his contributions.

Currently, Al-Mutairi serves in the Instrumentation Department at Al-Zour Refinery, overseeing the sulfur production and transport area, as well as Hydrotreating Units. In this role, he will be working to enhance operational reliability and achieve system stability in such a complex operational environment as refinery.

Details of the achievement in developing the ship loading system operations

Working closely with the operations and maintenance team, Al-Mutairi successfully analysed issues within the control system and the communication among key operational components, including the motor speed controller, the electric motors' protection and monitoring system, and the programmable logic controller (PLC). He played a key role in formulating a technical plan to minimise disturbances and enhance the system's responsiveness to operational commands, while also implementing effective temporary solutions despite challenges in the original design and a lack of responsiveness from the supplier.

Al-Mutairi described this experience as invaluable and educational, combining work pressure with quick decision-making requirements. He noted that this significantly enhanced his ability to manage complex systems under critical operational conditions, and boosted his confidence in leading technical initiatives that improve operational stability and team performance.

Main challenges

He identified several critical issues: signal interference between the Programmable Logic Controllers and the electrical motors monitoring and protection system, poor inter-component communication causing unexpected recurring operational interruptions during the loading, and design flaws in the conveyor belt tensioning system. The team resolved these problems through a step-by-step action plan that included signal sequence verification, recurring fault isolation, and PLC programming modifications to enhance responsiveness. They also deployed temporary technical measures ensuring operational continuity while developing permanent solutions for the underlying problems.

Acknowledgment and Appreciation

Al-Mutairi highlighted the team's collaborative spirit as fundamental to their success, enabling them to overcome technical challenges efficiently and systematically. He emphasised how each member-whether in operations, maintenance, or administration-played an integral role in the collective effort, ensuring a coordinated and successful outcome.

He shared a heartfelt message with colleagues, emphasising that excellence doesn't require perfect conditions – just sincere intentions and initiative. He advised new initiators: "Don't wait for ideal circumstances when beginning your professional journey. Transform challenges into learning opportunities and mistakes into growth", expressing a deep gratitude to everyone who supported him throughout this experience, particularly his colleagues and direct senior. He affirmed his commitment to continue delivering his best efforts to advance company objectives and foster meaningful improvements in the work environment.

An Initiative that Saves $10,000 Daily and Reduces Flaring at Al-Zour Refinery

Engineers Abdullah Al-Ghadouri, Hussain Al-Mesri, and Saravanan Ramadas from Al-Zour Refinery Directorate successfully pioneered an initiative to redirect hydrogen-rich gas from the hydrogen recovery unit. Their efforts resulted in saving $10,000 per day and reducing flaring at Al-Zour Refinery, earning them praise and recognition from top management.

Abdullah
Al-Ghadouri

Hussain
Al-Mesri

Saravanan
Ramadas

- **The Launch of the Idea**

The idea emerged during a challenging operational period when hydrogen consumption in the Desulfurization Units declined while steam generation issues prevented load reduction in the four Hydrogen Purification Units.

During a routine performance review of the Hydrogen Recovery Unit, our team identified that surplus hydrogen-containing gas was being directed to Flare Systems and wasted. This observation prompted a critical question: why not repurpose this gas by redirecting it to the Saturated Gas Unit for use as fuel gas instead of flaring it?

The initiative was driven by dual objectives: significantly reducing flaring rates while achieving substantial energy savings through the efficient reuse of available resources within our existing systems.

- **Coordination method**

The success of the initiative hinged on seamless collaboration between Energy team working alongside Manufacturing and Operations teams from both the Hydrogen Recovery and Saturated Gas Units.

We began methodically with a comprehensive preliminary study analysing gas quality and confirming compatibility with the Saturated Gas Unit's specifications. Implementation

followed a careful phased approach, gradually converting increasing gas quantities while meticulously monitoring operating variables and maintaining quality parameters.

- **The immediate impact of implementing this initiative on energy consumption efficiency and flaring reduction**

The initiative delivered immediate, measurable results. By redirecting approximately 10 million standard cubic feet of hydrogen daily from Flare Systems to the Saturated Gas Unit as fuel gas, we significantly reduced wasteful flaring.

This redirection increased the hydrogen content in our fuel gas mixture from 28% to approximately 30%. While this caused a slight reduction in heating value, it had no negative impact on combustion efficiency or overall operational performance.

Our team's analysis determined the initiative generated substantial cost savings of approximately $10,000 per day during the testing period.

- **The impact of the initiative on sustainability in refining operations**

This initiative exemplifies sustainability integration into daily operations. By reducing flaring and repurposing waste gas, we simultaneously decreased our carbon footprint and improved energy efficiency. This approach aligns perfectly with our company's vision for efficient and sustainable operations, demonstrating how targeted operational innovations can help in turning that vision into action.

Huda Al-Rasheed

Develops a Training Programme to Enhance Organisational Readiness for Crisis Management

Since joining KIPIC in 2020, Engineer Huda Al-Rasheed, Senior Analyst with the Cybersecurity Team in the Information Technology Group, has demonstrated great dedication in leveraging her expertise to enhance organisational readiness for challenges and ensure business continuity under all circumstances. This commitment is strongly aligned with her role in managing cybersecurity risks.

Recently, she achieved a significant milestone by obtaining a Certified Trainer qualification and designing a comprehensive, simplified training programme aimed at equipping employees across all disciplines with essential knowledge in the field of business continuity. This achievement reflects her high level of competence in this area and her valuable contribution to raising organisational awareness and developing the team's skills to effectively face challenges.

Interview details

- **What training content did you design?**

I designed a training programme that balances comprehensiveness with simplicity, making business continuity concepts accessible to employees across all departments.

The curriculum covers five key areas: Business Continuity fundamentals, Business Impact Analysis, Risk Assessment, Response and Recovery Planning, and hands-on scenario exercises.

I've emphasised interactivity throughout, incorporating relevant examples and group discussion questions that foster shared thinking and cultivate the team-oriented mindset essential during actual crises.

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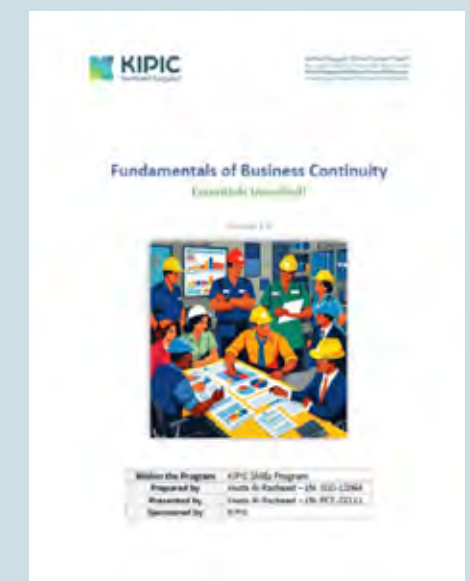
- **2. How did this achievement contribute to improving workplace environment or increasing employee performance?**

The programme equips employees with essential knowledge and tools for rapid, effective crisis decision-making, enhancing workplace adaptability. Additionally, it's now internally available to all employees, enabling continuous skill development to maintain a resilient, well-prepared workforce.

I would like to note that the training content has received official approval and has been implemented in partnership with Training and Career Development Team. We're now working to deploy it across all K-companies via an ULMS system, while continually refining the material to address evolving changes in the business environment.

- **What challenges did you face while designing this content?**

My primary challenge was developing a comprehensive content within tight timeframes while managing my regular workload. Though this required additional time and effort, I overcame it by allocating dedicated daily time for content development until completion.

I also struggled with simplifying complex business continuity concepts into accessible training suitable for employees across various specialiSations and expertise levels in the company. This required extensive research and careful coordination to maintain both comprehensiveness and technical accuracy.

- **Do you have anything to add?**

I would like to emphasise that business continuity is not the responsibility of just one team or person, but rather an organisational culture that we all must believe in. What we've done so far in this programme was just the first step, but the true value lies in ongoing knowledge development and practical, sustainable application. I also encourage all colleagues to utilise available training opportunities and actively contribute to building a more resilient workplace prepared to face challenges effectively.

In conclusion, I extend my sincere gratitude to both Information Technology Group and Training and Career Development Group, along with everyone who supported and contributed to the success of this programme. I'm particularly grateful to colleagues who contributed and engaged constructively.

![AI in Oil & Gas]
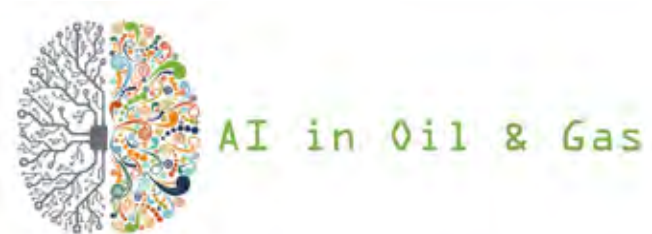
A Global Achievement by Engineer
Mohamed Salih

One of the success stories we are proud of is the participation of Engineer Mohamed Salih from the Networks Section of Information Technology Group at KIPIC as the first Middle East speaker at the 10th Annual AI in Oil & Gas Conference in Houston, Texas held on April 8-9, 2025. His participation in the conference programme represents a significant milestone for regional expertise in the global energy technology landscape.

Engineer Mohammed's paper, " IT/OT Convergence: Managing Risks Using AI", where how to integrate IT and OT systems securely and efficiently.

It emphasised how AI can enhance infrastructure responsiveness by identifying anomalies early, automating threat detection, and improving overall cyber preparedness in increasingly interconnected industrial environments.

The conference was a great success, attended by more than 450 senior executives, data scientists, engineers, and operations managers from leading companies worldwide.

Paper Subject By
Ali Alqabandi
Senior Engineer – Project Control
Engineering & Services (I)
Quality Assurance Group

Creating a Corporate Policy to Foster a Management of Change (MOC) Mindset for

Operational and Administrative Excellence

Executive Summary

In an increasingly complex business environment, managing change systematically is no longer confined to technical or operational aspects; it must extend across all facets of corporate operations. A Management of Change (MOC) mindset fosters a culture of accountability, process discipline, continuous improvement, and increased alignment with corporate initiatives. This paper advocates for the adoption of a corporate policy to embed the MOC mentality into all levels of decision-making, emphasizing its transformative potential to create efficient, transparent, secure, and traceable workflows. By leveraging digital automation and process flows, this policy will enhance organizational agility and resilience while reducing risks associated with poorly managed changes.

Introduction

Change is inevitable in any organization, but unstructured and ad hoc changes can lead to inefficiencies, inconsistencies, and even operational failures. While many refineries have well-established complex MOC processes for technical and operational changes, administrative changes often lack the same rigor, resulting in missed opportunities to optimize and standardize workflows.

This paper proposes a corporate policy that extends the MOC framework to all aspects of change, including administrative, procedural, and organizational adjustments. By embedding an MOC mindset into the organizational culture, the company will benefit from:

1. Structured process flows that ensure consistency.
2. Automated digital systems that streamline approvals and communications.
3. Enhanced transparency and traceability of changes.
4. Increased efficiency through standardized workflows.

The Need for an MOC Mindset Across All Operations

The traditional scope of MOC focuses on changes to operational processes, primarily in high-risk environments like refineries. However, organizations also experience frequent administrative changes (e.g., updates to policies, resources, or procedures) that require structured management. These changes often impact systems and stakeholders in ways that are not immediately apparent.

For instance, a seemingly minor change – such as updating an employee's phone extension – may require approvals, affect IT systems, and necessitate updates to directories and contact cards. Without a structured process, such changes can result in delays, miscommunication, and inefficiencies.

An MOC mindset encourages employees to:

1. Think of all changes as part of a process flow.
2. Anticipate the potential impacts of changes.
3. Identify necessary approvals and notifications upfront.

Benefits of a Corporate Policy Encouraging an MOC Mentality

1. **Efficiency Through Standardization**

   By treating all changes as part of a structured process, workflows become predictable and repeatable, reducing the time spent on managing changes.

   Automation tools can streamline these workflows, handling repetitive tasks like approval routing and notifications.

   Example: A request for a policy revision could trigger a predefined workflow that automatically identifies stakeholders, routes the request for approval, and notifies relevant teams once approved.

2. **Transparency and Traceability**

   A digital MOC system records every step in the change process, creating an audit trail that enhances accountability. Stakeholders can track the progress of their requests in real-time, reducing uncertainty and frustration.

3. **Risk Reduction**

   Structured assessments ensure potential risks are identified and mitigated before changes are implemented.

   For example, changes to HR policies can be assessed for legal, financial, and employee relations impacts.

4. **Cultural Shift to Process Thinking**

   Embedding the MOC mentality encourages employees to think systematically about how their actions affect others and the organization. Over time, this mindset fosters a culture of proactive planning and continuous improvement.

5. **Digital Transformation**

   An MOC-driven culture naturally leads to the adoption of digital tools that automate workflows, reducing manual effort and increasing scalability.

Implementation Strategy

Step 1: Policy Development

Draft a corporate policy that outlines the requirements for managing all types of changes using an MOC framework. The policy should include:

- Definition of Change: Broadly encompass technical, administrative, procedural, and policy changes.
- Approval Requirements: Specify who must approve different types of changes.
- Notification Protocols: Identify stakeholders who need to be informed post-implementation.
- Impact Assessments: Require analyses of potential impacts on people, processes, and systems.

Step 2: Training and Awareness

Conduct training programs to educate employees on the MOC mindset and its benefits. Include:

- Workshops on identifying impacts of changes.
- Tutorials on using digital tools for managing changes.

Step 3: Digital Automation

Implement a digital system to automate MOC workflows. Features should include:

- Change Request Submission: A user-friendly interface for initiating requests.
- Workflow Automation: Automated routing of approvals and notifications.
- Audit Trail: A secure log of all actions for traceability.

Diagrams

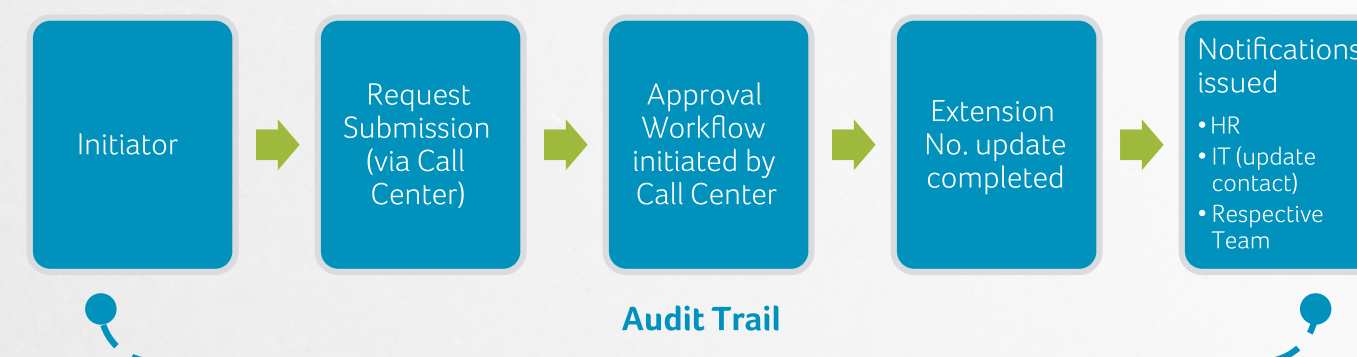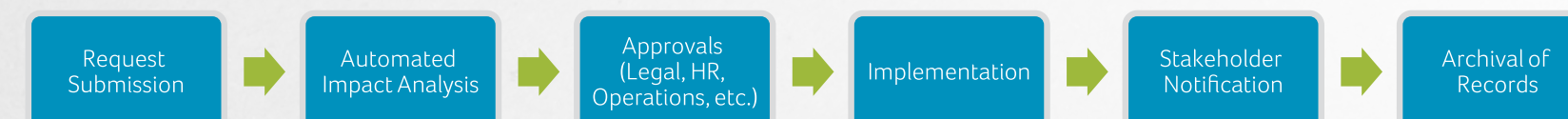*Figure 1: Example – Workflow for Changing a Phone Extension*

Initiator → Request Submission (via Call Center) → Approval Workflow initiated by Call Center → Extension No. update completed → Notifications issued • HR • IT (update contact) • Respective Team

Audit Trail

Figure 2: Digital MOC Workflow for Policy Changes

Request Submission → Automated Impact Analysis → Approvals (Legal, HR, Operations, etc.) → Implementation → Stakeholder Notification → Archival of Records

To successfully implement an MOC mindset and process, it is essential to follow structured stages that provide clarity and consistency across all types of changes. These stages guide employees in managing changes while ensuring that risks are identified and mitigated early. Below are some basic stages that should be considered when implementing an MOC:

1. **Look at the Bigger Picture**

   Purpose: Before initiating any change, assess the broader implications by understanding how the change aligns with organizational goals, policies, and processes.

   Questions to Consider:
   - Does this change address a specific problem or improve efficiency?
   - How does it fit into the company's strategic vision?

   Example: When restructuring a department, consider how it might affect collaboration, reporting lines, and other teams.

2. **Assess the Impact of the Proposed Change**

   Purpose: Identify potential consequences of the change on personnel, systems, safety, financial performance, and regulatory compliance.

   Key Actions:
   - Conduct a quantitative impact analysis (e.g., for risks and benefits).
   - Evaluate how the change might disrupt existing workflows or introduce new risks.

   Example: A change in procurement policy may reduce costs but could also delay supplier approvals.

3. **Check the Feasibility of the Change**

   Purpose: Determine whether the proposed change is practical and achievable within current constraints, such as time, resources, and technology.

   Questions to Consider:
   - Are the required resources (human, financial, or technological) available?
   - Does the change align with industry standards or best practices?

   Example: Upgrading software systems might require additional training or budget approvals.

4. **Conduct a Review Before Implementation (Pre-Implementation Review)**

   Purpose: Ensure all critical aspects of the change have been addressed, and stakeholders have reviewed its readiness for implementation.

   Steps in the Review:
   - Validate the impact assessment and feasibility study.
   - Confirm that risks have been mitigated and documented.
   - Obtain final approvals from all relevant departments.

   Example: Before launching a new IT system, review compatibility with existing platforms and conduct user testing.

5. **Make Necessary Adjustments to Accommodate the Change**

   Purpose: Prepare the organization for the change by ensuring all related updates are completed.
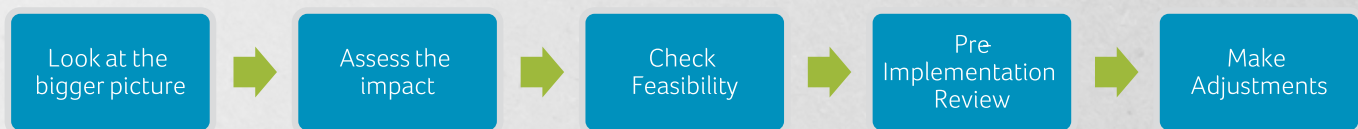
   Key Actions:
   - Update documentation, training materials, and system configurations.
   - Communicate the change and its implications to all stakeholders.

   Example: Implementing a new company-wide policy might involve revising training manuals and conducting employee workshops.

Diagram: Stages of MOC Implementation

Figure 3: Basic Stages of Implementing an MOC.

Look at the bigger picture → Assess the impact → Check Feasibility → Pre Implementation Review → Make Adjustments

Conclusion

Adopting a corporate policy to embed an MOC mindset will revolutionize how changes are managed across the organization. By fostering a culture of structured thinking and leveraging digital tools, the company will achieve greater efficiency, transparency, security, and traceability. This approach not only minimizes risks but also sets the stage for continuous improvement and innovation.

Management's endorsement of this policy will be a pivotal step toward a more resilient, agile, and future-ready organization.