message from the CEO
2015 tested our mettle, made us stronger

Dear colleagues:

As 2015 draws to a close, I want to thank each of you for all that you are doing for our company and for the Kingdom. Your innovation, dedication, and cost-optimization efforts have helped Saudi Aramco continue to grow, even in challenging times.

As a company, we continued to navigate persistently weak oil prices. We have proactively adjusted our budgets and intensified our fiscal discipline without compromising our long-term strategic aspirations—and we will continue to do so.

We experienced a tragedy this year; the Radium Fire incident deeply impacted the Saudi Aramco family. This tragedy brought out Saudi Aramco’s caring community spirit, and I thank all of those who responded when our colleagues and their families needed help and support. According to on-the-job indicators, we continued to make significant progress on safety. However, we still have challenges to address, particularly fatalities resulting from off-the-job motor vehicle accidents and contractor safety practices.

In business, as in life, we do not grow stronger when things are easy, but when they are difficult. Despite the challenging external environment, we were able to mark many significant achievements across the company, thanks to the long-term approach that allows us to keep expanding and to be resilient and agile enough to seize opportunities.

For example, our oil production reached new levels, and a new record sales gas rate was achieved. Our unconventional gas program also made good progress, and we had another good year in exploration. Several mega-projects came online in 2015, such as the Wasit Gas Plant, Shaybah NGL, our Sadara joint venture with The Dow Chemical Company, and our YASREF refinery joint venture with Sinopec. Meanwhile, our Jazan project, Shaybah expansion, Khurais increment, and Fadhili gas project made progress toward planned startup.

We also made a major change to procurement that will sustainably support the Kingdom’s economic growth and workforce development.

In December, we launched the In Kingdom Total Value Add (IKTVA) program, which will double the amount of locally sourced materials and services to 70% by 2021 while enabling a competitive Saudi energy sector to export 30% of output and create 500,000 jobs for Saudis over the longer term. IKTVA participation is now a requirement for our local and international suppliers.

To enable the optimal pro-business environment, we are creating training centers for young Saudis across the Kingdom, partnering with academia, and moving forward with major economic development projects such as the Maritimes Complex infrastructure at Ras al-Khair, which will make Saudi Arabia a hub for maritime manufacturing and services.

Farther afield, we signed an agreement with Indonesia’s PT Pertamina for the Citacap Refinery upgrade in Central Java, and formed a 50-50 joint venture with Lanxess, the German specialty chemicals company, to create a new enterprise for the development, production, marketing, sales, and distribution of advanced synthetic rubbers. With inaugurations in Beijing and Detroit this year, we now have 11 fully operational global research centers where game-changing technologies will create the fuels and engines of the future. Indeed, 2015 was a strong year for innovation, as we filed 195 patent applications (against a target of 175). We crossed the 100-patent threshold for the first time, with 118 patents granted.

Finally, our industry’s place at the climate-solution forefront was never more evident, notably through our role in the Oil and Gas Climate Initiative, which indicates our belief in a technology-driven, industry-led approach. We launched our first CO2 Enhanced Oil Recovery demonstration project this year, which we estimate will permanently sequester 40% of the CO2 in the reservoir and realize additional oil capacity. We also showcased our total flared gas level as one of the lowest in the world, and we are investing huge sums in gas to achieve high efficiency and low emissions from the Kingdom’s power generation sector.

In short, while the year has been challenging—and the months ahead undoubtedly will continue to test our mettle—I believe that 2015 proved Saudi Aramco has what it takes to emerge from difficulty stronger, more agile and resilient.

I know that I can count on all of you to continue rising to the challenge. Under the wise direction of the new Supreme Council and our Board of Directors, we have shown time and again that we perform best under pressure, when we are asked to do more with less, and when our creative spirit is unleashed.

Again, thank you for the tremendous contributions you bring each day to this great company. I wish you and your families a healthy, safe, and prosperous 2016.

Amin Nasser

Roadshow: reaffirming a commitment to a vision

Saudi Aramco’s senior management unveils the 2016-2018 Business Plan during a Kingdomwide Roadshow, reaffirming our long-term commitment to be the world’s most reliable oil and gas producer while achieving our vision of becoming the world’s leading integrated energy and chemicals company by 2020. Acknowledging recent market volatility, the show put a focus on remaining focused on maintaining our market position, implementing long-term strategies to drive growth, and meeting the Kingdom’s energy demand, all while remaining agile and taking advantage of opportunities to contain costs. This year’s tour stopped in Dhahran (shown at left), ’Uthaylah, Tanajib, Ras Tanura, Riyadh, and Yanbu.’

recognizing exceptional safety

Like this team from the Riyadh Refinery Department that developed a safer design to replace the previous LPG analyzer in the lab there, scores of employees from around the company have been recognized in the Exceptional Safety Achievement Recognition Program. The annual recognition is designed to spark innovation in developing safer ways to do our jobs by recognizing those who have gone the extra mile.

Saudi Aramco by the numbers

30 million

kilowatt hours of energy were saved after the replacement of more than 500,000 incandescent light bulbs with LED light bulbs in 2014.
Roadshow: reaffirming a long term containing costs, making priorities, and maintaining

by Scott Baldauf

Saudi Aramco’s senior management unveiled the 2016-2018 Business Plan during the annual Roadshow last week, reaffirming our long-term commitment to be the world’s most reliable oil and gas producer while achieving our vision of becoming the world’s leading integrated energy and chemicals company by 2020.

At a time of market volatility, the business plan was developed with an eye on optimizing the benefits of the Kingdom’s rich natural resources while containing costs, maintaining financial discipline, and prioritizing projects that deliver the greatest impact in strengthening and diversifying the Kingdom’s economy.

employees are the key

President and CEO Amin Nasser said that long-term strategic goals were the guiding force for the 2016-2018 Business Plan, but he added that the company’s employees would be the key factor in Saudi Aramco’s ultimate success. The business plan was endorsed in mid-December by the Saudi Aramco Board of Directors at a meeting in Dhahran.

“Acknowledging the challenges faced by the industry, we will stay the course toward our strategic intent of becoming the world’s leading integrated energy and chemicals company, with a reputation cemented by our oil and gas leadership, and complemented by world-class refining and industry-leading technologies,” Nasser said.

Nasser and other members of the corporate and executive management team shared the business plan last week at interactive Roadshow sessions in Dhahran, ‘Udhairiyah, Tanajib, Ras Tanura, Yanbu’, and Riyadh.

Nasser said that although oil prices remained weak in 2015, Saudi Aramco will continue to respond to market issues and fiscal strengths while focusing on priorities. These include maintaining a strong position in the Upstream oil and gas business, implementing long-term strategies to drive business growth, such as expanding our refining and chemicals businesses; and meeting the Kingdom’s growing energy demand.

Achieving these goals in current market conditions will require agility and keeping a close eye on costs. The company will expedite high-priority projects and defer others, re-examine existing contracts, and seek cost containment opportunities in future contracts for goods and services.

Bassam Asiri, manager of the Planning and Performance Management Department, gave a detailed presentation of highlights from the 2016-2018 Business Plan. Attendees were then given a chance to participate in question-and-answer sessions with corporate management team members at each venue.

six strategic objectives

Asiri said that Saudi Aramco’s six strategic objectives would continue to guide short- and long-term decisions over the next five years.

• Reinforce the company’s pre-eminent position in oil and gas exploration and production.

To support the Kingdom’s industrialization and to meet growing domestic demand for power, the company is on track to significantly increase non-associated gas reserves addition targets. The company will also replace 100% of crude oil production with new oil discoveries.

Obtaining these objectives will require significant investments toward completing facilities at the Midyan and Fadhili gas plants, expanding the Hawiyah Gas Plant, and constructing a deep ethane recovery plant in ‘Uthmaniyah. The business plan affords the ability to expand the Master Gas System’s capacity and reach in the Central and Western regions to help meet growing demand by utilities and to displace the burning of valuable hydrocarbon liquids.

• Integrate across the hydrocarbon value chain.

Becoming a global refining and chemical business is a driver of future prosperity for Saudi Aramco and the Kingdom. As such, the business plan calls for continued investment in the domestic refining business, including the refinery complex in Jazan and the clean fuels projects in Riyadh and Ras Tanura. Domestic joint ventures such as Sadara and Petro Rabigh II will achieve commercial operation next year, and adjacent industrial chemical value parks will attract local and international investment into job-creating manufacturing companies.

Saudi Aramco will also continue looking for investment opportunities that enhance the company’s global production foothold, as seen in its agreements with LANXESS and Novomer, as well as the ongoing expansion of the S-Oil olefins business. Previous investments in cogeneration plants at company facilities have also positioned Saudi Aramco to become self-sufficient in electrical power next year.

• Lead in technology development and innovation.

Through our network of research centers and technology offices, Saudi Aramco will target high-impact and value-creating domains such as carbon management and seismic processing and imaging. In the Upstream, the company will target technologies in development of a basin simulator and non-seismic research, as well as Smart-Water Flood to increase hydrocarbon recovery rate. Downstream, the company will focus on securing the place of hydrocarbons as the fuel of choice, increasing engine efficiency in automobiles, and expanding research in carbon management.

The company’s unrelenting efforts to lead in technology development and innovation are forecast to reach a record 525 patents to be filed over the length of the business plan.

• Develop an adaptive organization.

As the company’s transformation program matures, the business plan will embed Operational Excellence into day-to-day operations across the board. Over the next three years, we will see supplements to our se-
Commitment to a vision: financial discipline emphasized at annual event

certainty portfolio and improved fire protection services. We will further reduce the company's environmental footprint through various stewardship initiatives such as the Ras Tanura Mangrove Eco-Park at Rahima Bay, the planting of 2 million mangrove seedlings at various locations, and continued reductions of flaring, SO2 emissions, and hydrocarbon discharge to marine targets over the business plan period.

The Marine Department will take advantage of the slower market to renegotiate contracts with business providers, providing the same service level at lower costs, while the Aviation Department will improve utilization rates by optimizing work schedules and introducing new routes and additional flights without expanding the size of the fleet. Renegotiating sizeable reductions in contracting costs will be encouraged company-wide.

- Be an employer of choice. Despite challenging market conditions, extensive investment will continue to be made in our most valuable resource: our people.

Saudi Aramco will continue recruiting, attracting, and retaining the best talent to meet requirements for new facilities, businesses, and ventures by fostering a positive work environment and providing professional development, particularly in the areas of unconventional resources, chemicals, and finance. Honoring the company's commitment to the primary incentive for many Saudi employees, the Home Ownership Program will continue to expand. Over the next three years, this program will make available more than 3,700 new housing units and 1,200 lots in South Dammam, Abqaiq, al-Hasa, and Yanbu'.

- Enable sustainable development of the Kingdom. Saudi Aramco remains committed to diversifying the Kingdom's economy and spurring private sector investment in new industries that create well-paying local jobs and help develop a world-class energy goods and services sector. Highlights include major projects such as the Maritime Yard at Ras al-Khair, the Energy Industrial City in the Eastern Province, and other ventures to supply rigs and rig services, oil field services, and the local manufacture of proppants for use in fracturing operations.

The company is also making significant strides to increase direct materials spending with national manufacturers, and to increase our service contractor Saudization levels.

In 2016, Saudi Aramco will also unveil the King Abdulaziz Center for World Culture, in support of the Kingdom's transition to a knowledge-based economy.

Nasser expressed gratitude for efforts by line management and employees in putting the company's strategic intent into action. He praised the organizers of the six Roadshow events and welcomed the chance to field questions from employees about the 2016-2018 Business Plan.

In closing, Nasser said the company's success will depend on the efforts of each of us. “I believe that with our highly skilled workforce and our agility as a company, Saudi Aramco will successfully navigate the volatile market and take advantage of opportunities as they arise,” he said.
STEMania looks to inspire future leaders

The STEMania program, which is a collaboration between Saudi Aramco and the Ministry of Education (MAE), has three tracks: Going to Mars (robotics), 8 Bit (electronics), and ScienceMania (general science).

six schools participate

As a pilot program, the six schools in the Eastern Province that have “After School Clubs” or “Nawadi Al-Hay” open to their communities took part in the program: two in al-Khobar, three in Dammam, and one in Saihat.

It began on Oct. 15 with a week of training 33 government school science teachers how to use the 3 kits. A week later, the classrooms were filled with 150 middle school girls from Round One, who were pre-select- ed by the Ministry, and ready to get hands-on with STEM for the next four weeks.

Typically science is taught out of books, as theories and principles, with most students never getting a chance to see what they’re studying applied, let alone apply it themselves,” said Reem A. Al-Ghanim, division head of Women Development and Diversity. “We wanted to get the worry out of STEM subjects, by giving these students a chance to not only apply the science that they learn, but to also have fun with it.”

Just in case learning to program Arduinos, (an open source microcontroller) and building bridges out of cardboard and straw didn’t convince the students that STEM fields are within their reach, the program’s “STEM Friends” sealed the deal.

The “Friends” are a group of Saudi Aramco female engineers and scientists who have graduated from university in the past few years and are familiar with the challenges of entering STEM fields.

“The wanted to help students who were interested in STEM fields but had never met anybody working in them,” said Malaika F. Sharif, the program champion. “By involving Saudi Aramco female scientists and engineers, we introduced the students to potential role models.”

The “STEM Friends” visited the schools to help the students with their projects, and to talk to them about their journeys.

Maha Abdul, an electrical engineer in the Power Systems Engineering Department, visited the same school she attended as a student. “The robots you are controlling teaches you the basics of the programming functions that are part of my job,” she said to the students as she wore her coveralls, safety shoes, and hard hat. “I also go to the field and participate in troubleshooting power transformer and substation equipment failure while wearing these fire resistant clothes.”

In return for the STEM Friends sharing their journeys, the students shared their dreams. “I’ve always wanted to go to space and see what’s there,” said Taneem, a student in the robotics track. “I want to become an astronaut or engineer or explorer.”

“Wh I was a kid I always wanted to be a scientist,” said Fatimah, a student in the STEMania, “but I didn’t see any Saudi women exploring science or getting jobs as scientists, so I thought it wouldn’t happen and I let go of that dream. Are there other Saudi women who are scientists?”

“Yes, there are,” Halah Al-Asmari, a geophysicist at EXPEC Advanced Research Center, told her. “There are many, and I’m talking to one now.”

Les Misérables’ main character, Jean Valjean, was clearly a “Voluntarily Kind” type of leader who persevered through life’s difficul- ties to realize his vision of a better tomorrow for himself and others who were miserable. Due to his effective personal attributes, inten- tional kindness, and pursuit of happiness, he was successful in realizing his dream.

In the Dec. 23 edition of The Arabian Sun, we introduced a theory regarding four classes of leaders. We hope that our story was met with appreciation and reflection. To complete our journey, we introduce the Voluntarily Unkind (VU) and Voluntarily Kind (VK) leaders.

VU: the Voluntarily Unkind

The VU Leader is the least admired of the four brands of leadership. This type of lead- er tends to hide information from others, be highly inaccessible to others, and induces lack of trust among co-workers. Also, a VU leader manipulates employees to serve his agenda, abuses authority, accuses employ- ees of misconduct, and promotes an envir- onment of conflict. All of this results in a hostile workplace where employees blame each other for small or no delivery. These negative traits lead to a poor, somewhat dysfunctional, business unit. The days of this form of leadership are hopefully long gone and non-existent in our presence. The damage the VU leader is capable of inflicting on their environment is much worse than what an Involved Unkind person such as Javert of Les Misérables causes.

VK: the Voluntarily Kind

Contrary to the VU leader is the most admired: the VK leader. As the name sug- gests, this class of leader voluntarily and intentionally seeks to be kind to others around them. He is people oriented, em- braces our core values, and is sensitive to the concerns or discomfort of his team. The VK nurtures positive energy within their work teams and in the surrounding organizations.

VK leadership focuses on results through “people” by understanding their strengths and weaknesses. They induce trust by constantly appreciating, accommodating, motivating, and inspiring team members and seek to praise, reward, and recognize achievements, no matter how small. Other- wise traits of VK leaders that are noteworthy are the ability to enhance mutual trust, resolve conflict, and invoke fairness. The result is a high morale team that attracts employees of VU, IU, or even IK run organi- zations.

Conclusion

Saudi Aramco is witnessing the largest demographic shift in its history with an in- creasing influx of young talent. Combined with the need to accelerate the growth of the organization into a global enterprise, these trends pose challenges to connect the younger workforce to their superiors and bridge both to a larger shared vision. Aspirations toward accomplishing this can help dodge potential conflicts between young talent and their leaders, which oth- erwise can result in a negative outcome characterized by IU leadership.

For Saudi Aramco to succeed in its trans- formation, it will require our continual growth of the new breed of leader — one who possesses the synergistic combination of positive values — our core values, the four critical behaviors, and emotional intel- ligence. This is of particular importance to the front-line leader who is expected to be the role model to a relatively large number of employees that is age, nationality, and gender diverse.

Awareness and effort to increase the adoption of positive values, as well as a fo- cus on the “people” element of our work team, are therefore warranted. Of particular emphasis is the need to demonstrate the good values we speak to our teams and lead our organizations through misalignments, conflicts, and challenges. This will assuredly increase our chances to at- tain a successful transformation that we can all sustain.
YASREF wins Platts 2015 Construction Project of the Year

New York — The Yanbu’ Aramco Sinopec Refining Company (YASREF) won the “Construction Project of the Year” at the 2015 Platts Global Energy Awards in New York City. The renowned event is in its 17th year and considered by many as the “Academy Awards of the energy industry.” Mohammad S. Alshammari, YASREF president and CEO, and Fahad Al-Othman, project director, accepted the award on behalf of the company.

Al-Othman said, “I am humbled to accept this great award on behalf of many thousands of people who saw the project from a concept to a global refining production landmark.

“This is in recognition of the significant efforts exerted by all of our teams and also our outstanding safety record. My congratulations go to each and every one who worked and contributed to this great achievement,” he added.

The Platts Global Energy Awards for 18 categories honored organizations and individuals in the energy industry who are dedicated to achieving excellence. YASREF was competing against seven other finalists (the majority of which are well-known multinational companies) in the category of “Construction Project of the Year.” The award winners were selected by a panel of independent judges, including former regulators, past heads of major energy companies, leading academics, and international energy experts.

YASREF, a joint venture between Saudi Aramco and China Petrochemical Corporation (Sinopec), operates a world-class refining complex that produces premium fuels and products for both international and domestic markets.

SGPD seeks safe solutions that lead to less pollution

by Jawad Ali

‘Udhailiyah — Under the theme of “A Safe Solution Leads to Less Pollution,” the South Ghawar Producing Department (SGPD) recently conducted a two-day safety and environmental awareness campaign and exhibit in ‘Udhailiyah. About 500 visitors from various Saudi Aramco organizations, contractors, the ‘Udhailiyah community, and students from the Saudi Aramco ‘Udhailiyah Industrial Training Center attended the event.

The campaign was inaugurated by You-sif A. Al-Furaidan, general manager of the Southern Area Producing, Abdulaziz U. Al Saleh, SGPD manager, and other members from Southern Area Oil Operation management.

Al Saleh welcomed the attendees and emphasized the value of such campaigns to raise awareness and provide a platform to exchange knowledge on two of the most important aspects of our work and life: the safety of our people, and protection of our environment.

“Our journey toward sustainable and improved safety and environmental performance will always be a work in progress. It is a continuous road of learning, engaging and committing ourselves to reaching a high level of achievement in our goal,” he said.

“Over the years, and with great diligence, we achieved an outstanding track record in these two areas. However, challenges will continue to lie ahead. With the support and commitment of each and every one of you, I am confident we will continue to create a better tomorrow: for us, and the next generation to come.”

solutions at home and work

Seven Saudi Aramco departments participated in the event, including the Environmental Protection Department, the Southern Area Engineering Department, the Khurais Producing Department, the Loss Prevention Department, the Fire Protection Department, and SGPD. Also participating in the event were the Water and Sewage Authority in al-Hassa, the Summit Technologies Company, and the Wesam System Company.

The exhibition featured booths that addressed valuable and various home and work safety and environmental topics such as gas leak monitoring, groundwater conservation, wastewater treatment, flaring minimization, safe driving, and home electrical and fire safety. It also put on display a number of interactive learning tools such as a fire extinguishing simulation tool and an infrared gas leak detection camera.

As a memorial to the event, hundreds of environmental and safety posters, brochures and gifts were distributed to the participants.

Performance Management Improvement Project drives change

by Scott Burch

Over the past year, the Performance Management Improvement Project (PMIP) team collaborated across HR organizations, and using feedback gathered from leaders, employees, and Performance Management Program (PMP) stakeholders, developed recommendations for improvements to the performance management program.

While many opinions differed on the best solution for improving the program, our collective voices across the company reiterated one core theme, performance management will not change unless individual behaviors change.

Prior to the start of the 2016 PMP cycle, HR will roll out a detailed communications campaign to ensure leaders and employees have a clear and consistent understanding of the upcoming changes and enhancements. Changes will include traditional system and process enhancements such as improving system usability and updating the standards of performance and behaviors to promote clarity and effective decision making.

capability and accountability

The differentiator between the upcoming 2016 PMP enhancements and past improvements is that traditional enhancements are integrated into a robust capability and accountability strategy that benefits both leaders and employees. For example, all permanent chief position holders will participate in a two-day Performance Management for Leaders program to enhance capabilities, achieve stronger results, and improve employee engagement in their respective areas. HR will also launch performance management workshops to equip employees with the necessary skills and knowledge to own their performance and career development.

These examples, along with a continued emphasis on applying the four critical behaviors and building HR business partner capabilities within each Business Line, reinforce the importance of behavior change in the success of the Performance Management Improvement Project.

Individual change requires a collective effort from all of us to achieve organizational success and build an engaged, performance-driven culture. Although changing mindset and behaviors takes time, the following end results are worth the investment:

1. Employees that own their performance and fully understand how PMIP supports our culture of performance.
2. Leaders that confidently use performance management tools to enhance performance, engage employees in meaningful conversations, and drive results.
3. Performance management that is applied fairly and consistently across the company.
4. An energetic, high-functioning workforce built on trust, engagement, motivation that delivers exceptional business results.

As we reflect on the impact of our accomplishments in 2015, let’s commit to adopting the four critical behaviors as individual leaders and employees to set the foundation for collective success in 2016.
This program has been able to engage all members of the workforce on being proactive in loss prevention in their daily activities. Saudi Aramco is working hard to be a frontrunner in safety locally and internationally, and the ESARP program reflects this devotion and hard work.

— Bader F. Al-Qadran

The task of selecting the annual winners of Saudi Aramco’s Exceptional Safety Achieve ment Recognition Program (ESARP) continues to get more challenging every year. But that’s just fine with the Loss Prevention committee charged with the duty of sifting through the long list of company-wide nominations — a list that has grown every year since the start of the program nine years ago.

While that can make for longer meetings during the selection process, it also serves as a strong signal that the company’s message of safety being paramount to everything we do is resonating with employees.

Bader F. Al-Qadran, executive director of Safety & Industrial Security, feels the program has met, and even exceeded, expectations since being implemented.

“I have always thought highly of the ESARP program and the positive merits the proactive safety initiatives provide,” said Al-Qadran. “This program has been able to engage all members of the workforce on being proactive in loss prevention in their daily activities. Saudi Aramco is working hard to be a frontrunner in safety locally and internationally, and the ESARP program reflects this devotion and hard work.”

Abdullah A. Al Ghamdi, Loss Prevention Department (LPD) manager, said ESARP presents “a real opportunity to come up with fresh ideas” addressing safety in all aspects of the company’s business.

“We are always trying to think outside the box to achieve the highest standards of excellence by focusing on continuous improvement and enhancement of our programs and processes in terms of safety leadership in our company,” said Al Ghamdi. “These proactive initiatives over the past several years have achieved results that clearly advanced safety within our company and the public.”

One of those initiatives this year was a new RGA analyzer developed in the Riyadh Refinery Department (RRD) by Sultan A. Al-Mutairi, Dominic J. Kearney and Mohammad A. Asmi. “In response to an external incident from another lab within the company, the incident noted that a cylinder sampling syringe filled with hydrocarbon gas had broken and released gas into the lab. The team led by Al-Mutairi developed a new analyzer technique that allows the technician to directly connect the sampling tube of the analyzer to the cylinder, thereby eliminating the risk of leakage. “I am very proud of them,” Abdullah A. Fadhel, RRD manager. “The company is recognizing Sultan and his team for the high level of thinking when they identified the hazard, no matter how small it is. “Sultan challenged himself and his team to not accept continuing to use it, and as a result, they came up with this great initiative that not only minimized the risk but eliminated it totally.”

This program has been reviewed in detail to assess its effectiveness by surveying the implementation of previous ESARP winning initiatives. That assessment, he said, revealed that 100% of the winning initiatives surveyed are still fully implemented.

As LPD manager, Al Ghamdi noted that the program has been reviewed in detail to assess its effectiveness by surveying the implementation of previous ESARP winning initiatives. That assessment, he said, revealed that 100% of the winning initiatives surveyed are still fully implemented.

“ESARP has clearly added value to many aspects of our facilities and practices,” he said. Letters of congratulations were sent out to this year’s recipients and recognition events, attended by line management, were held in the respective departments. In addition to a framed certificate signifying the award, each recipient also received an iPad.

Hani H. Al-Khalifa, who teamed with Mohammad Al-Mulhim on an award winning ONS Line Blind initiative from the North Ghawar Producing Department, said being recognized by the company is truly an honor. “After 3 ½ years of hard work, winning the ESARP award has provided us with new energy to continue our journey toward safety enhancement and operational excellence,” said Al-Khalifa.
**Process & Control Systems Department**

**Initiative:** Process Modification for Maximum H₂S Rejection in Debutanizer & Reduction in Downstream Corrosion at Hydrocracking Unit

The hydrocracker had a history of shutdowns because of corrosion and the debutanizer bottom circuit was prone to issues that had been prone to issues. The temperature in the boiler was higher than design, yet H₂S rejection was poor and sulfide corrosion was prevalent in the fractionation section.

The initiative designed, developed and implemented light naphtha recirculation to the debutanizer column to increase the stripping trays vaporliquid ratio and thereby increase H₂S stripping. This resulted in a decrease in the reboiler temperature and increased vaporization. Consequently, high temperature sulfide corrosion was reduced and the corrosion rates in downstream carbon steel piping were mitigated. This allows unit operations to be safe and reduces corrosion and consequence shutdowns in the debutanizer bottom circuit.

This initiative was implemented at the RT refinery.

**Individuals recognized:** Ali H. Abdulal, Vinod Ramaseshan, Omar A. Zuwaidi, Stalin C. Gustas Ill, and Talal A. Rasheedi.

**Terminal Maintenance Department**

**Initiative:** Valve Actuator Spring Compression Tool

During overhaul of the valves’ actuators, the compressed spring could suddenly release during the disassembly activities to remove the O-Ring holding the spring in place. This practice had high potential for injury to technicians performing the task, which normally required one technician and two helpers.

To overcome this problem, technicians proposed the subject tool that was constructed and used to remove the O-Ring spring, and release the compressed spring safely and easily from the valve actuator. Using this tool, the task now can be done by one technician only. This tool should eliminate the associated risk with O-Ring removal during the valve actuator overhauling.

**Individuals recognized:** Abdullah S. Alshahrani and Abdullah I. Saleh.

**North Ghawar Producing Department (NGPD)**

**Initiative: ONIS Line Blind**

The ONIS Line Blind requires mini-technology that replaces the traditional maximum H₂S rejection in debutanizer and ABGOSP-5. One blind will be deployed at each division of the North Ghawar Producing Department in the next business plan.

**Individuals recognized:** Hani H. Al-Khalifa and Mohammad A. Al-Mulhim.

**Jiddah Refinery Department (JRD)**

**Initiative: Jiddah Refinery Safety Messenger Program**

The program was developed and implemented targeting operations, maintenance, engineering and contractors to deliver a consistent communication of safety messages.

The program is led by the Operation Compliance Group and has 36 safety messengers covering all units and operation shifts. The JRD has also developed a Web page to allow accessing, downloading and uploading of safety messages and training materials.

**Individuals recognized:** Awadhallah A. Zabali and Hisham A. Shab.

**Shaybah Producing Department**

**Initiative:** Fin Fan Motor Special Lifting Tool

Maintenance staff at Shaybah GOSPs faced the challenge of safely removing and installing fin-fan motors as there are no lifting eyes on the skids to fix the come-a-long, chain hoist, or any other tool at the facility. The team fabricated a special tool to remove/install fin-fan motors that eliminated the associated risk with falling/dropped objects, personnel, body position, and downtime. The fabricated tool requires a simple operation to remove or install fin-fan motors.

**Individuals recognized:** Hosam Maghribi and Yousif Motawa.

**Safaniyah Onshore Producing Department (SONPD)**

**Initiative: Crude Oil Storage Tank Cleaning With Non-Man Entry System**

The cleaning of large crude oil storage tanks is recognized as a hazardous activity when using internal manual cleaning techniques. The SONPD faced the challenge of cleaning two floating roof storage tanks of 1 million barrel capacity each at the Safaniyah Onshore Plants. A detailed review was carried out to identify suitable and available technologies. After technical feasibility, safety assessment and cost-benefit analysis, the BLABO® non-man entry system was selected. The BLABO® is an automated, mobile and modular system especially designed to clean large volumes of difficult-to-clean oil tanks. It includes tank cleaning, sludge separation and oil recovery in one integrated process. The use of this system allowed the SONPD to safely clean T-7 and T-8 Abai Heavy crude oil tanks. It also minimized the impact on the environment by reducing the sludge and emissions. The tank cleaning required 50 days versus 90 days by conventional methods.

**Individuals recognized:** Salem O. Shammary, Ali S. Al-Ajmi, Falah F. Al-Azmi, Falah M. Al-Dhaffir, and Baqir A. Shaikh.

**Central Region Distribution Department**

**Initiative: Improvements to the Asphalt Loading System**

South Riyadh Bulk Plant implemented a solution to improve the reliability, safety and overall work environment for its asphalt loading system by eliminating Saudi Aramco operator and contractor personnel exposure to the heavy hydrocarbon product, and its fumes and vapor. This was done by enhancing the product supply piping arrangements, replacing loading arm components, improving the loading arm operation with an advanced level alarm and sensor system, improving the heating system and ventilation system, installing a crossover bridge above the loading area and a barricade to prevent falls. These safety improvements resulted in a complete reduction in product spillage and leaks, the elimination of risk of working at heights, and is also an environmentally friendly solution.


**Ras Tanura Producing Department**

**Initiative: Special Tool to Remove Upper Ring of Safety Relief Valves**

Maintenance personnel previously used a hammer and a screwdriver to remove and install the upper ring of steam safety valves. This practice had the potential for injury to the hands of the technician and possible damage to the edge of the ring. To improve the process, a special tool was fabricated to open and close the ring safely and efficiently. Utilizing this tool enhances the work process, protects the parts from damage and gives the technician the ability to do this task safely.

**Individuals recognized:** Ali H. Al-Otaibi, Nayif M. Shammary, and Saad A. Al-Jabr.

**Process & Control Systems Department**

**Initiative:** Process Modification for Maximum H₂S Rejection in Debutanizer & Reduction in Downstream Corrosion at Hydrocracking Unit

The hydrocracker had a history of shutdowns because of corrosion and the debutanizer bottom circuit was prone to issues that had been prone to issues. The temperature in the boiler was higher than design, yet H₂S rejection was poor and sulfide corrosion was prevalent in the fractionation section.

The initiative designed, developed and implemented light naphtha recirculation to the debutanizer column to increase the stripping trays vaporliquid ratio and thereby increase H₂S stripping. This resulted in a decrease in the reboiler temperature and increased vaporization. Consequently, high temperature sulfide corrosion was reduced and the corrosion rates in downstream carbon steel piping were mitigated. This allows unit operations to be safe and reduces corrosion and consequence shutdowns in the debutanizer bottom circuit.

This initiative was implemented at the RT refinery.

**Individuals recognized:** Ali H. Abdulal, Vinod Ramaseshan, Omar A. Zuwaidi, Stalin C. Gustas Ill, and Talal A. Rasheedi.

**Terminal Maintenance Department**

**Initiative:** Valve Actuator Spring Compression Tool

During overhaul of the valves’ actuators, the compressed spring could suddenly release during the disassembly activities to remove the O-Ring holding the spring in place. This practice had high potential for injury to technicians performing the task, which normally required one technician and two helpers.

To overcome this problem, technicians proposed the subject tool that was constructed and used to remove the O-Ring spring, and release the compressed spring safely and easily from the valve actuator. Using this tool, the task now can be done by one technician only. This tool should eliminate the associated risk with O-Ring removal during the valve actuator overhauling.

**Individuals recognized:** Abdullah S. Alshahrani and Abdullah I. Saleh.

**North Ghawar Producing Department (NGPD)**

**Initiative: ONIS Line Blind**

The ONIS Line Blind requires mini-technology that replaces the traditional maximum H₂S rejection in debutanizer and ABGOSP-5. One blind will be deployed at each division of the North Ghawar Producing Department in the next business plan.

**Individuals recognized:** Hani H. Al-Khalifa and Mohammad A. Al-Mulhim.

**Jiddah Refinery Department (JRD)**

**Initiative: Jiddah Refinery Safety Messenger Program**

The program was developed and implemented targeting operations, maintenance, engineering and contractors to deliver a consistent communication of safety messages.

The program is led by the Operation Compliance Group and has 36 safety messengers covering all units and operation shifts. The JRD has also developed a Web page to allow accessing, downloading and uploading of safety messages and training materials.

**Individuals recognized:** Awadhallah A. Zabali and Hisham A. Shab.

**Shaybah Producing Department**

**Initiative: Fin Fan Motor Special Lifting Tool**

Maintenance staff at Shaybah GOSPs faced the challenge of safely removing and installing fin-fan motors as there are no lifting eyes on the skids to fix the come-a-long, chain hoist, or any other tool at the facility. The team fabricated a special tool to remove/install fin-fan motors that eliminated the associated risk with falling/dropped objects, personnel, body position, and downtime. The fabricated tool requires a simple operation to remove or install fin-fan motors.

**Individuals recognized:** Hosam Maghribi and Yousif Motawa.

**Safaniyah Onshore Producing Department (SONPD)**

**Initiative: Crude Oil Storage Tank Cleaning With Non-Man Entry System**

The cleaning of large crude oil storage tanks is recognized as a hazardous activity when using internal manual cleaning techniques. The SONPD faced the challenge of cleaning two floating roof storage tanks of 1 million barrel capacity each at the Safaniyah Onshore Plants. A detailed review was carried out to identify suitable and available technologies. After technical feasibility, safety assessment and cost-benefit analysis, the BLABO® non-man entry system was selected. The BLABO® is an automated, mobile and modular system especially designed to clean large volumes of difficult-to-clean oil tanks. It includes tank cleaning, sludge separation and oil recovery in one integrated process. The use of this system allowed the SONPD to safely clean T-7 and T-8 Abai Heavy crude oil tanks. It also minimized the impact on the environment by reducing the sludge and emissions. The tank cleaning required 50 days versus 90 days by conventional methods.

**Individuals recognized:** Salem O. Shammary, Ali S. Al-Ajmi, Falah F. Al-Azmi, Falah M. Al-Dhaffir, and Baqir A. Shaikh.

**Central Region Distribution Department**

**Initiative: Improvements to the Asphalt Loading System**

South Riyadh Bulk Plant implemented a solution to improve the reliability, safety and overall work environment for its asphalt loading system by eliminating Saudi Aramco operator and contractor personnel exposure to the heavy hydrocarbon product, and its fumes and vapor. This was done by enhancing the product supply piping arrangements, replacing loading arm components, improving the loading arm operation with an advanced level alarm and sensor system, improving the heating system and ventilation system, adding a crossover bridge above the loading area and a barricade to prevent falls. These safety improvements resulted in a complete reduction in product spillage and leaks, the elimination of risk of working at heights, and is also an environmentally friendly solution.


**Ras Tanura Producing Department**

**Initiative: Special Tool to Remove Upper Ring of Safety Relief Valves**

Maintenance personnel previously used a hammer and a screwdriver to remove and install the upper ring of steam safety valves. This practice had the potential for injury to the hands of the technician and possible damage to the edge of the ring. To improve the process, a special tool was fabricated to open and close the ring safely and efficiently. Utilizing this tool enhances the work process, protects the parts from damage and gives the technician the ability to do this task safely.

**Individuals recognized:** Ali H. Al-Otaibi, Nayif M. Shammary, and Saad A. Al-Jabr.
We are looking forward to further sustaining and institutionalizing our strategic partnership, and the newly inaugurated Upstream Petroleum Center at KAUST represents an opportunity to leverage our collaboration.

Mohammed Y. Al Qahtani

The new Saudi Aramco Research and Development Center at King Abdullah University of Science and Technology (KAUST), which is currently under development, is just part of the ongoing collaboration between the Saudi Aramco and KAUST. A Partnership Committee was recently unveiled to promote collaboration and accelerating the Kingdom's transition toward a knowledge-based economy.

The Saudi Aramco-KAUST Partnership Committee was held its first meeting on December 7 and was co-chaired by Mohammed Y. Al Qahtani, acting business line head of Upstream for Saudi Aramco, and Jean Frechet, KAUST vice president of Research.

The committee builds on the achievements of the previous joint oversight board, which was headed by Amin Nasser, Saudi Aramco's president and CEO, and KAUST president, Jean-Lou Chameau.

In their opening remarks, Al Qahtani and Frechet underscored the importance of the strategic partnership that bonds the two organizations.

They said both organizations shared a clear goal of creating focused, robust, tangible and result-oriented collaborative activities and were committed to creating transformational and high value-added outcomes for both the Kingdom and the world.

Al Qahtani and Frechet pointed to the excellent progress that has already been made, with ongoing collaboration between the faculty, researchers, scientists, and students at KAUST, and their Saudi Aramco counterparts.

This has led to the creation of strong professional ties that are achieving a broad spectrum of positive outcomes.

The meeting included presentations on the new Saudi Aramco Research and Development Center at KAUST, which is currently under development. This important initiative is expected to produce groundbreaking technologies and research that leverage KAUST's innovation ecosystem and maximize Saudi Aramco’s research and development portfolio.

The new cutting-edge 18,300 square meter center will cater for the important domains of: oil and gas network integrity; chemicals; carbon management; fuel technology; hydrocarbon recovery; computational modeling and environmental protection.

When fully operational, the center will accommodate 139 dedicated full-time researchers and support staff. This new milestone investment will help in creating global innovative technological solutions to address the energy industry’s evolving and complex challenges.

Other presentations covered KAUST's High Performance Computing and Extreme Computing Research Center, the newly-established KAUST Upstream Petroleum Research Center, and the Saudi Aramco Advanced Development Program at KAUST.

The presentations and the ensuing discussions resulted in a set of agreed upon action items that both sides committed to execute in a timely manner.

Speaking following the meeting, Al Qahtani said, “This was an excellent first meeting for the new committee, and I’d like to thank my co-chairman, Frechet, and all involved in taking our organizations’ collaboration to this next stage.”

“We are looking forward to further sustaining and institutionalizing our strategic partnership, and the newly inaugurated Upstream Petroleum Center at KAUST represents an opportunity to leverage our collaboration.”

A wide range of collaboration

Saudi Aramco and KAUST are already working together across a variety of domains, such as high-impact research, talent acquisition and development, entrepreneurship, and outreach cultural programs.

The strength of their collaboration is also demonstrated by Saudi Aramco having 28 company-sponsored employees pursuing advanced studies at KAUST (25 Ph.Ds and three M.S.s), the presence of 24 full-time company scientists on location at the university, and Saudi Aramco’s hiring of KAUST graduates. Overall, the university has 901 students enrolled, at both M.S. and Ph.D. levels.

There are also long-term research collaborative agreements between Saudi Aramco and KAUST, in various fields such as geophysics, reservoir engineering technology, production technology, seismic, fuel combustion research, catalysis, material sciences, renewables, information technology, and the environment.

Other initiatives currently underway include the KAUST Winter Enrichment Program; the Dhahran Specialized Lecture Series, which brings distinguished speakers from KAUST’s global network to deliver talks on science, technology and innovation; and the Saudi Aramco Marine Environmental Research Center at KAUST.

The university has core competences and specialties in science, engineering and technology. These, together with KAUST’s strong intellectual capital, global orientation, advanced technical capacity and infrastructure and its specialized niche in academic programs and research, make it a natural partner for Saudi Aramco.

The university’s global reach is demonstrated by its diverse international student base, international faculty and staff and initiatives such as the Global Collaborative Research program.

The program was launched to help establish KAUST’s research programs, and during this year, engaged a network of over 30 renowned institutions from 15 countries as partners to assist KAUST’s evolution as a global research university.

The Saudi Aramco and KAUST committee members

The Saudi Aramco representatives in the committee include the following members: Al Qahtani, (co-chairman); Khaled A. Al Buraik, vice president of Petroleum Engineering and Development; Ahmad O. Al Khowaiter, chief technology officer; Huda M. Al Ghosoun, executive director of Human Resources; and Abdullah O. Al Baz, executive director of Engineering Services. Waleed Al-Somali, performance improvement consultant from EXPEC ARC, is serving as the coordinator of the committee on the Saudi Aramco side.

KAUST representatives on the committee include: Frechet (co-chairman); Nadhim Al-Nasir, executive vice president; Mark Crowell, vice president of Innovation and Economic Development; and Yves Gnanou, dean of Physical Sciences and Engineering. Ron Bowker, head of operations for Administration and Finance, and John Tannaci, manager of Planning, Research Operations, and Support are serving as the coordinators of the committee on the KAUST side.

The meeting was also attended by several Saudi Aramco and KAUST representatives. These included, from Saudi Aramco: Abdullah Al A. Al-Ghanim, general manager of EXPEC Computer Center, Ammar A. Al-Nashir, manager of the Research and Development Center (R&D); Jamil F. Al-Dandany, director of the Educational Partnerships Department; and Ali A. Al-Mesha, chief technologist at EXPEC ARC.

In attendance from KAUST were: Najah Ashry, vice president, Saudi Initiatives; David Keys, director of the Extreme Computing Center; and Tadesse Patzek, director of the Petroleum Research Center.
Foodborne illnesses are a common occurrence worldwide. The World Health Organization (WHO) reports that about 600 million people get sick from eating contaminated food each year and that about 420,000 die.

While anyone can get a foodborne illness, some high-risk segments of the population are much more vulnerable. To be sure, the effects of the illness are much more severe and potentially life-threatening.

**Pregnant mother and fetus:** During pregnancy, the mother’s immune system is weakened, making it more difficult to combat noxious microorganisms occurring in food. Similarly, the fetus’s immune system is not developed enough to fight off harmful bacteria.

** Babies and young children:** Infants and children under two years old are at risk for foodborne illnesses because their immune systems are still developing. The underdeveloped immune system makes them more prone to foodborne illnesses. In a recent report, the WHO estimates that children under the age of 5, which make up only 9% of the global population, account for nearly 40% of all illnesses linked to eating unsafe food.

**The elderly:** As people age, their immune systems less becomes less effective in recognizing and fighting off microorganisms. Also, a significant percentage of the elderly have chronic diseases. The disease itself becomes less effective in protecting against infections. The elderly are also more likely to experience side effects of the prescribed medications they may be taking.

**Immunocompromised individuals:** Chronic diseases such as cancer and diabetes can compromise the immune system. Furthermore, chemotherapy, radiation, or medications used to treat cancer patients may also weaken the immune system.

Foodborne illnesses can be dramatically reduced by adopting the following practices:

1. **Hand washing** promotes good hygiene and is one of the most effective ways to mitigate foodborne illnesses. Hand washing is the first step in keeping your children safe.

2. **Cleaning** helps remove harmful pathogens from hands, surfaces, and produce. Food contact surfaces should be kept clean. This includes cutting boards, dishes, utensils, and countertops, which should be cleaned using hot soapy water, especially after using raw foods that may be sources of pathogens. As an additional precaution, 1 tablespoon of unscented chlorine bleach per gallon of water can be added to wash hands, fruits, vegetables, and food contact surfaces.

3. **Separation** prevents cross-contamination that can occur by spreading bacteria from raw food to ready-to-eat food. Accordingly, raw meat, poultry, seafood, and eggs must be separated in the grocery shopping cart, bags, and in the refrigerator. Cooked and ready-to-eat foods should always be stored above raw foods to avoid juices dripping onto food. Avoid unhealthy practices such as placing cooked food on an unwashed plate that previously contained raw foods or using marinades on raw foods without boiling them first. Use separate cutting boards for raw and ready-to-eat foods.

4. **Cooking** kills harmful pathogens that occur in foods. To ensure that food is cooked safely, verify that the internal temperature reaches 75 degrees Celsius (167 degrees Fahrenheit) for 30 seconds. A food thermometer is the most accurate and safest way to verify that the food was cooked properly.

5. **Chilling** is also an important step for keeping food safe because it slows down the growth of food pathogens. Chilled food should be kept under refrigeration below 5 degrees Celsius (41 degrees Fahrenheit).

To minimize foodborne illnesses, high-risk groups avoid the following foods:

- ** Raw foods such as raw meats and ready-to-eat foods which occur in some sushi and sashimi.
- ** Refrigerated smoked fish and partially cooked shrimp and crab.
- ** Raw and undercooked eggs.
- ** Foods containing raw eggs such as homemade salad dressings and raw cookie dough.
- ** Soft cheeses including feta, Brie, Camembert, blue-veined, and queijo fresco.
- ** Unheated deli meats and luncheon meats.

Foodborne illnesses have many symptoms, including nausea, vomiting, diarrhea, and fever. If you think that you may have a foodborne illness, consult your physician or health-care provider, or seek medical treatment as appropriate.

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**green matters** is a regular column offered by the Environmental Protection Department highlighting challenges and potential solutions to some of the most pressing environmental issues of the day.

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**Resources**

- The Office of Community Education online registration is open for Winter Session 2016. View course offerings and register online or at the Community Education Office.
- Booklets containing course register information, or a course list are available on ShareK.
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movies

Dhahran

**Tomorrowland**
George Clooney, Hugh Laurie, Brit Robertson

*action*
Dec. 30-31, Jan. 1-2 5 p.m.
Dec. 30-31, Jan. 1-2 7:30 p.m.
Jan. 3 and 6 5 p.m.
Jan. 3 and 6 7:30 p.m.

Abqaiq

**The Seventh Son**
Jeff Bridges, Julianne Moore

*action*
Dec. 30-31, Jan. 1-2 5 p.m.
Dec. 30-31, Jan. 1-2 7:30 p.m.
Jan. 3 and 6 5 p.m.
Jan. 3 and 6 7:30 p.m.

'Udhailiyah

**Big Hero 6**
Scott Adsit, Ryan Potter, Daniel Henney

*biography*
Dec. 30-31, Jan. 1-2 5 p.m.
Dec. 30-31, Jan. 1-2 8 p.m.
Jan. 3 and 6 5 p.m.
Jan. 3 and 6 8 p.m.

Najma

**Interstellar**
Matthew McConaughey, Anne Hathaway, Jessica Chastain

*science fiction*
Dec. 30-31, Jan. 1-2 4:45 p.m.
Dec. 30-31, Jan. 1-2 7:30 p.m.
Jan. 6 4:45 p.m.
Jan. 6 7:30 p.m.

accomplishments

The Scott AirPak self-contained breathing apparatus (SCBA) was introduced in the early 1950s and was immediately adopted for use by company personnel, as evidenced by this January 1953 photo. Here, workers are being instructed in its use. The Scott AirPak supplied 30-60 minutes of fresh air to workers performing jobs such as tank cleaning and tank gauging. Providing its workforce with the latest and best technology available has always been one of the hallmarks of the company. (Photo: T.F. Walters)

**Tomorrowland**
Bound by a shared destiny, a teen bursting with scientific curiosity and a former boy-genius inventor embark on a mission to unearth the secrets of place, somewhere in time and space that exists in their collective memory.

**Big Hero 6**
A special bond develops between a plus-sized inflatable robot, Baymax, and prodigy Hiro Hamada, who team up with a group of friends to form a band of high-tech heroes.
Brian Gratto retires after more than three decades with Saudi Aramco

Dhahran — For the Gratto family, Dec. 31, 2015, represents the end of a three decade journey with Saudi Aramco and the beginning of a new journey where the family will be reunited once again in the same country.

In 1977, Brian graduated with a bachelor’s degree in geology from Queens University before going to work in Canada for five years.

His journey with Saudi Aramco started in 1982. Gratto joined Saudi Aramco as a member of the Reserves team before moving into Northern Fields Development. He briefly left the company to pursue his Master’s in Computer Science from the University of Waterloo, and after graduating, was rehired by Saudi Aramco in 1993. He worked on several important and high-level projects between 1996 and 2009, including the Kingdom Gas Strategy, the Natural Gas Initiative, and Upstream joint ventures.

In 2009, Gratto was tasked with establishing the Exploration Resources Assessment Department under Exploration and leading the department as a manager until 2011, when he was named the manager of the Unconventional Gas (UG) Initiative under the umbrella of the Accelerated Transformation Program, a role he held until 2012. During this period, he was instrumental in formulating the strategy to exploit and develop the UG resources in the Kingdom in three areas: Northern Arabia, South Ghawar, and Jafurah/Rub’ al-Khali.

In 2012, he was put in charge of implementing the UG strategy and establishing an organization under Exploration for Unconventional Resources. Starting with a small team of people, Gratto leaves an organization that today has over 500 employees.

Brian and his wife, Heather, have enjoyed their time in Saudi Arabia and living in the Dhahran community, where they raised their children, Shawn and Tara. They were active members of the community and have been very involved in the Hobby Farm for many years due to their passion and love for horses, as well as the golf course, where they enjoy their weekends.

Brian Gratto and his wife, Heather, have enjoyed their time in Saudi Arabia, where they raised their children, Shawn and Tara, and were active members of the community.

The Grattos will be forever grateful to Saudi Aramco and Saudi Arabia for providing them with the opportunities to travel the world, provide their children an excellent education, as well as allowing them to enjoy retirement.