

GDA HOLDS Q4 BOARD MEETING



The Board of Directors met on 10th December 2020 to review the progress of 2020 and plan for 2021.

FAREWELL MESSAGE FROM **AUDAH AL-AHMADI**

It has been a great privilege for me to play the role of GDA Secretary General from 17th August 2017 to 31st December 2020. I would like to convey my great thanks and appreciation to you all for the tremendous support you have given to me and to GDA in these years.



Please continue giving your support to GDA as GDA is a great success and it shall continue to serve you in all aspects of knowledge-sharing. It has grown to be one of the well-known association with great features and initiatives for sharing knowledge, experiences, lessons learned and best practices through well-structured Knowledge Hub with many interactive knowledge portals.

Wishing you and your organization success and bright future in the new year and beyond.

GREETINGS FROM **KHALID HADI**

It is an honor to step into the role of Acting Secretary General for the Gulf Downstream Association (GDA). I would like to thank my predecessor, Eng. Audah AL-Ahmadi, who has laid a solid foundation for us to build on. He has paved the way for the healthy growth of this unique association.



I have been closely associated with the GDA as the Single Point of Contact (SPOC) from BAPCO. I have always admired the ways in which the association serves the downstream industry in the field of knowledge-sharing, networking and connecting the service providers with the Refiners. Now, I get the opportunity to lead the wonderful GDA team and become part of their noble vision.

I extend my heartfelt greetings to all the readers of GDA "Flash" and wish you a very safe and happy New Year 2021.

Dear Friends,

The year 2020 has finally ended and we have entered 2021 with hopes and prayers of peace and health for the entire world. At the dawn of the new year, we asked our members to share their positive takeaways, if any, from the last year. Their feedbacks were heartening as presented in this newsletter.

We, at the GDA, continued our progress unabated through this tumultuous year of COVID-19. Our Board of Directors met to review the year's progress and plan for the foreseeable future. We added four new episodes to our popular ongoing series "GDA Conversations" with KPMG, Ingenero, ASTM and Shell. We conducted three virtual courses for our members in collaboration with AspenTech, ASTM and Honeywell-UOP. We represented GDA as panelist, part of committee, exhibitor or a delegate in several virtual events around the GCC and beyond, such as: India Energy Forum 2020 by CERAWEEK (IHS Markit), LEWAS 2020, MENA Energy 2020, World Petroleum Council's Spanish roundtable (Impact of COVID-19 on worldwide refining industry), ADIPEC 2020, and MPGC.

Our Technical Committees also continued meeting virtually on a regular basis at frequent intervals sharing great value-based knowledge and adding significant deliverables to the GDA Knowledge Hub. We kept our in-house team updated with our very own team webinars on the important topics of Risk, Health, Safety, and Environment. Our unique cross-company mentoring program is progressing smoothly as evidenced by a success story shared by a KPC mentor and a ADNOC Refining mentee.

Two Technical Committees - "Leadership & People Development" and "Project Management" have joined hands to produce GDA's first 'free-to-attend' virtual event "TRANSFORM" on 22nd - 23rd February 2021 as a prelude to our signature event "GDA Conference 2021" on 14th - 16th September 2021. We say a big "Thank You" to all our Subject Matter Experts (SMEs) and Single Point of Contacts (SPOCs) who steadfastly continue to support us in the unique journey of knowledge-sharing. Readers can test their awareness of much talked about term "IR4.0" through a Quiz, whose answers can be found somewhere within the newsletter.

Last, but not the least, we bid a heartfelt farewell to our esteemed Secretary General Eng. Audah Al Ahmadi who decided to retire and welcome our dear colleague Khalid Hadi from BAPCO to lead the GDA Team in the capacity of Acting Secretary General.

We hope you find this newsletter giving meaningful information and knowledge to further your progress at work and in life. We are eager to hear your views.

Your friend,
Raj Jhajharia



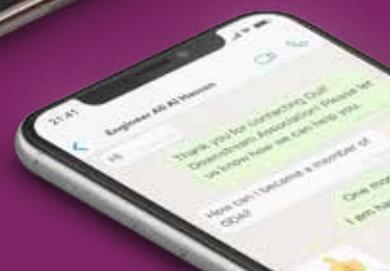
RAJ JHAJHARIA
Technical Manager and
Acting Marketing &
Communications Manager

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SCAN ME



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VIRTUAL COURSES

D5002-19 STANDARD TEST METHOD FOR DENSITY, RELATIVE DENSITY, AND API GRAVITY OF CRUDE OILS BY DIGITAL DENSITY ANALYZER

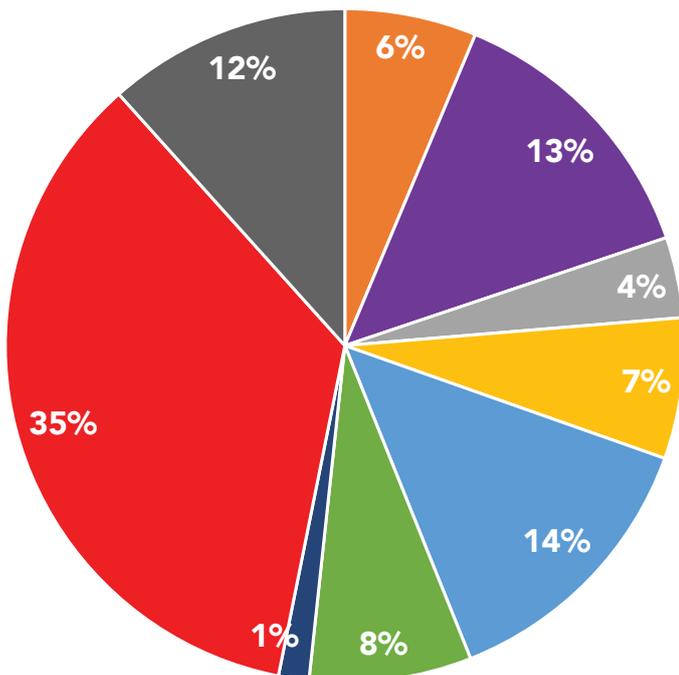
The Gulf Downstream Association (GDA) organized the second virtual training course on the 16th - 17th November 2020 in collaboration with its Knowledge Partner "ASTM International". It was a two - day training for eleven (11) Aramco, BAPCO and SATORP employees on "D5002-19 Standard Test Method for Density, Relative Density, And API Gravity of Crude Oils by Digital Density Analyzer". The course, which was hosted and delivered by Dr. Mohammad Arab & Mr. Mohamed Musa was designed to provide the knowledge about test method that covers the determination of the density, relative density, and API gravity of crude oils that may be handled in a normal fashion as liquids at test temperatures between 15 °C and 35 °C utilizing either manual or automated sample injection equipment. This test method applies to crude oils with high vapour pressures provided appropriate precautions are taken to prevent loss during transfer of the sample to the density analyzer. Attendees varied in background from Laboratory Technicians, Laboratory Analysts and Laboratory Specialists and Chemists.



Mr. Mohamed Musa & Dr. Mohammad Arab

Delegates were able to strengthen their knowledge base based on actual ASTM test procedures and reinforce their knowledge to fully utilize automatic instruments with increased usage of automated lab equipment and focus for day-to-day work of lab personnel. Delegates were provided with the advantages of collective work of many labs and benefited from the finer details of the test methods, also learnt how to verify and select the test data by studying precision and bias of the ASTM test method.

VIRTUAL MEETINGS HELD FROM OCTOBER - DECEMBER 2020



Total Meetings: 207

- Membership Meetings
- Technical Committee Meetings
- Technology & Tools Evaluation Meetings
- Management Meetings
- Virtual Trainings & Courses
- GDA Conversations and External Webinars
- GDA Conference Meetings
- Internal Team Meetings
- Virtual Events/Conferences

2020 INDIA ENERGY FORUM BY CERAWEEK



India Energy Forum

CERAWEEK[™]
by IHS Markit

India's Energy Future in a World of Change

With Inaugural Address by
Hon. Shri Narendra Modi
Prime Minister of India
October 26, 2020 17:30–18:00 IST

www.ceraweek.com/india
#CERAWEEK #IndiaEnergyForum

As an invited delegate, GDA Technical Manager Raj Jhajharia attended this annual event (virtual) organized by IHS Markit from 26th to 28th October 2020.

Thousands of delegates from Indian, regional, and international energy companies, institutions, and governments gathered virtually for the 4th India Energy Forum by CERAWEEK under the patronage of Honourable Minister Dharmendra Pradhan and the Indian Ministry of Petroleum & Natural Gas. This event covered the following themes/topics:

- Impact of the Pandemic on India's future energy demand
- Securing supplies for India's economic growth
- What does energy transition and the climate agenda mean for India?
- Natural Gas in India's Energy Mix: What's the path
- Refining & petrochemicals: Strategies amidst surplus
- The pace of innovation: Biofuel, hydrogen, CCS, electric vehicles and digital transformation
- Market and regulatory reform: What is ahead?

UNLEASHING THE POWER OF COLLABORATION



HEAR FROM INDUSTRY LEADERS AND EXPERTS ON

GDA CONVERSATIONS

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twitter.com/gda_bh



facebook.com/gulfdownstreamassociation

NEW GDA CONVERSATIONS EPISODES

In order to continue sharing knowledge and experience under the current challenging times, GDA continues to produce “GDA Conversations” where industry leaders and Subject Matter Experts

share relevant topics of wider interest to our industry. These conversations are held in the presence of invited Technical Committee members to deepen the discussion. Recordings of these conversations

are subsequently premiered on YouTube. More information on the GDA conversations and links to all the previous conversations can be found on: <https://www.gda.org.bh/Media/Webinars/GDAConversations/>

Please click on the images below to watch the episodes of GDA Conversations held this quarter:



Predict asset failures weeks, even months, in advance.

Learn how Prescriptive Maintenance technology — powered by AI and machine learning — saves companies upwards of \$80M annually by eliminating unplanned downtime. Get the full story.



Download the white paper!

Prescriptive Maintenance: Transforming Asset Performance Management



GDA IN ADIPEC VIRTUAL 2020



Held under the patronage of the President His Highness Sheikh Khalifa bin Zayed Al Nahyan, ADIPEC, hosted by ADNOC, was held virtually from 9th - 10th November 2020 to adhere to Abu Dhabi's coordinated COVID-19 response.

ADIPEC provided a virtual platform that gave the energy community a chance to meet virtually and identify the potential opportunities ahead for the energy sector.

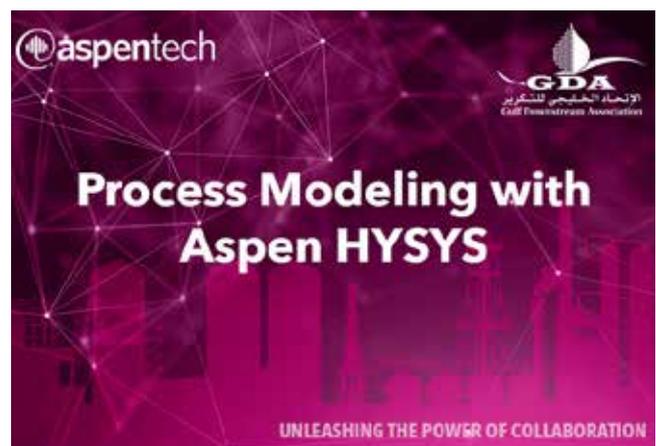
GDA took the role of a supporting organisation during this year's ADIPEC. Our former Secretary General, Audah Al Ahmadi, was also part of the ADIPEC Awards Selection Committee.

Our association was able to engage and network with the majority of the over 100 exhibiting entities in the energy sector by means of the virtual booth we managed.

PROCESS MODELLING WITH ASPEN HYSYS VIRTUAL TRAINING COURSE BY ASPENTECH

In collaboration with our Associate Member "AspenTech", GDA has organized a repeat session to the virtual training course "Process Modeling with Aspen HYSYS" for its Members on 12th - 14th, 19th - 21st October 2020, for six days for twelve (12) Bapco and KNPC employees, via MS Teams and an online certification test.

The course, which was delivered by Mr. Hassan Al Marzook & Mr. David Paor was designed to provide participants with the theoretical knowledge and practical skills required to build, navigate and optimize steady-state simulation models using Aspen HYSYS. Attendees varied in the background from Process engineers, Plant engineers, R&D engineers and new engineering graduates/technologists. The fully immersive course saw participants leave with the ability to provide high-quality simulation models for process design, operation, and safety studies, furnish a wide library of chemical components and thermodynamic property models, develop core



competencies at an accelerated pace, automate engineering workflows with Aspen HYSYS to save valuable project time, discover best practices to realize the full capabilities of Aspen HYSYS and earn continuing education units toward P.E. licensing requirements. On the 22nd of October 2020, the participants also took the online exam to get certified through the Aspen User Certification program.

GDA SUPPORTS MPGC



GDA supported the 28th Annual Middle East Petroleum & Gas Conference (MPGC 2020), organized by Conference Connection and co-hosted by The Bahrain Petroleum Company (Bapco), National Oil & Gas Authority (NOGA) and nogaholding, under the Patronage of His Excellency Shaikh Mohamed Bin Khalifa Al-Khalifa, Minister of Oil, Kingdom of Bahrain. The event took place as a virtual conference from 15th-17th November 2020.

Ten virtual sessions spread over the two-day event

that examined crude and product trade, the LNG and refining sectors, oil storage, shipping and digitalization, offering data, cutting edge analysis, solutions, for stability and sustainability for the global and Middle East oil and gas markets challenged by shifts in fundamentals and the pandemic.

Aside from supporting the event, GDA also had a virtual booth where we engaged and invited attendees to join in GDA's vision to help create a stronger downstream industry through collaboration.



How do you see your job evolving in the future?

Do you see yourself upskilling through your workplace or will you train on your own?

On your projects, what gaps did the pandemic reveal?

What were the bright spots?

And what PM trends do you see in the next 12-24 months?

Your story in **60** seconds

gdaconference.org/your-story

Tell us your story in 60 seconds. The best entries will be featured at the Gulf Downstream Association's 'TRANSFORM' virtual event from 22-23 Feb 2021.

Deadline to submit:
5 February 2021

GDA IN LEWAS PARTICIPATION

GDA had the privilege to support the 2020 LEWAS Awards which had over 1,100 participants from 57 countries. LEWAS brought together a global audience from diverse industries including oil and gas, chemicals, academia, healthcare, utilities, construction and beyond.

With the theme, 'Resilience Reimagined: Leading People Through Change' the symposium had business leaders move the needle on how some long terms projects had to take off with the pandemic developing overnight; shifting the pace, balance and urgency to act on all fronts.

The LEWAS 2020 three-day business briefing addressed topics impacting the future of growth in the energy sector; from exploring what sets resilient organizations apart to how diversity drives innovation and growth during crises, preparing for the next market shocks and more.

The three-day event did exceptionally well with a steady stream of attendees joining from different time zones. Other panels and parallel sessions touched resilience paradox, psychology of bias and coherence - how to be more mindful of your emotions in stressful times.

GDA TEAM WEBINARS

GDA Technical Manager Raj Jhajharia conducted following in-house webinars to share knowledge and experience on salient aspects of the Oil & Gas Industry on 29th, 30th and 31st December 2020:

Risk Management Basics

This session provided familiarization with the salient aspects of Risk Management.



Introduction to HSE

This session gave a high-level overview of the Health, Safety & Environment based on the NEBOSH material for the International General Certificate for Occupational Health & Safety.



Application of Risk Management at Workplaces

This session discussed application of Risk Management practices in the Oil & Gas industry, including general workplaces risks and Fire Fighting basics based on the NEBOSH material for the International General Certificate for Occupational Health & Safety.



Recording of this and other Team Webinars can be viewed using the below link:
<https://www.gda.org.bh/Media/Webinars/TeamSessions/>

IMPACT OF COVID-19 ON WORLDWIDE REFINING INDUSTRY



GDA Technical Manager Raj Jhajharia joined as a panelist representing GDA in the virtual roundtable discussion organized by the Spanish National Committee of the World Petroleum Council (WPC) and the Spanish Energy Club on 12th Nov 2020. The other panelists included:

- Ron Chittim, Senior Director - VP of Downstream Policy, API
- John Cooper, Director General, Fuels Europe
- Luis Aires Dupre, Chairman, AOP

This event was moderated by Pedro Miras Salamanca, Chairman, Spanish Committee/ VP Programme - WPC

This roundtable discussed the main consequences of the COVID-19 pandemic on the worldwide refining industry, while reviewing the different strategies that are being developed to overcome them. Additionally, the panelists considered how these strategies can be actioned whilst taking care of the refineries' assets and workforces, and ensuring energy is delivered in a secure and sustainable way which transitions towards a low carbon economy.

You can view the recording of this event here: <https://youtu.be/T720SW--vKE>



Corporate Governance
Advisory Services

READ THE NOVEMBER 2020
SMILE AND CARE
YOUR NEWSLETTER FROM CGAS

DO NOT BRING DOWN YOUR MASK TO THE CHIN



Exposed area The inside of the mask will be contaminated Mouth and nose will be infected by bacteria or virus or germs

When you want to eat, drink or do any active where you have to remove your mask...

JUST REMOVE IT COMPLETELY

GDA IN MENA ENERGY MEET



Engineer Audah Al Ahmadi welcoming the delegates during the Downstream Panel Session

The Gulf Downstream Association (GDA) participated in the MENA Energy Meet Virtual Expo and Summit as a supporting organization. The virtual event took place on 2nd - 3rd November 2020

Audah Al Ahmadi, Former Secretary General, served as a member of the Advisory Board for the event.

During the Expo and Summit, GDA conducted a Downstream Panel Session with the theme: "Sustainability Shift and Dynamic Growth". This panel, representing GDA Founding Member companies, addressed the following key questions:

- What are the key challenges before GCC Refiners and downstream industry in view of the current COVID-19 pandemic and its after-effects, besides

the geo-political development?

- What measures the downstream industry must take to sustain current operations and emerge victorious post COVID-19?
- Should NOCs in the GCC transform themselves to Energy companies like some IOCs?
- How technology and flexibility can help GCC refiners accelerate their growth in the future?

The summit was held under the patronage of the Ministry of Energy and Minerals of the Sultanate of Oman.

You can watch the discussion here: https://www.youtube.com/watch?v=4kue-E_VkEE

PANEL DISCUSSION

Time : 12:00 (Oman Local Time (GMT +4))

INTRODUCTION



Audah Al-Ahmadi
Secretary General
Gulf Downstream Association

MODERATED BY



Mohammed S. Al-Ghamdi
Manager Yanbu NGL Fractionation (YNGLF) Plant
Saudi Aramco

PANELLISTS



Abdulrahman Abdulaziz Al-Fadhel
Riyadh Refinery Manager
Saudi Aramco



Gaetano De Santis
General Manager Reliability and Maintenance Division
BAPCO



Fahhad Al-Ajmi
Corporate Planning Manager
Kuwait National Petroleum Company

WHAT'S NEW ON KNOWLEDGE HUB



The Knowledge Hub is a unique platform for sharing knowledge and experience among all players of the Downstream Industry. It provides unmatched interactive access to information, statistics and direct links to expert advice and information from key industry and technical sources. Below are the latest additions to the portal made during 4th Quarter of 2020.

Technical Queries

- Online Water in Oil analyzer for Crude Oil line - KNPC

Articles

- Building A World Class Refinery
- Post Covid-19 Returning to Work Guidelines

Presentations

- Optimizing the return from investments

Ask The Experts

- What is the recommended intermittent preventive Anti-foaming injection program in Amine absorber to avoid any probable foaming operation upset? by Egyptian Projects Operation and Maintenance (EPROM)
- According to API & NACE, it is mandatory to neutralize equipment made of austenitic stainless steel before being opened to air during SD

periods. We face a challenge to neutralize VDU column and transfer line from VDU heater to the column. Q: what is the effective method to neutralize a 54" transfer line of 35 m long and welded to the column without any flange, and Column vol is 800 m3 by Egyptian Projects Operation and Maintenance (EPROM)

Discussion Board

- How do you carry out Legal compliance management - BAPCO
- Pump Changeover Philosophy- KPI
- Lab Manpower Optimisation- BAPCO
- Hardness improvement of piping by coating/treating metal surface internally. Or improve abrasive property of piping surface internally-Satorp

Bite Sized Videos



- ISO 14224-Collection and Exchange of Reliability & Maintenance Data for Equipment by Luberef
- Soft Sensor Webinar by Ingenero

Industry Newsflash

- Sabic chemical plant to operate on 100% renewable power
- Khurais becomes 2nd Aramco unit to join WEF Lighthouse Network
- WORLD FIRST: Aramco, Sabic, IEEJ ship blue ammonia
- ADNOC, Group 42 launch AI joint venture company

TECHNICAL COMMITTEE VIRTUAL MEETINGS

At the heart of the Gulf Downstream Association are 10 Technical Committees comprised of Subject Matter Experts (SMEs) from different fields on part-time basis. These SMEs have on-an-average 15 to 20 years of experience in their respective fields of expertise.

To promote collaboration among the downstream industries in the GCC, the Technical Committees meet on a regular basis to discuss different industry challenges to share solutions with one another. During the current COVID-19 pandemic, all committees are holding frequent virtual meetings (bi-weekly or monthly).



Energy Management Technical Committee Q4 Meeting held on 18th November 2020



Project Management Technical Committee Q4 Meeting held on 11th November 2020

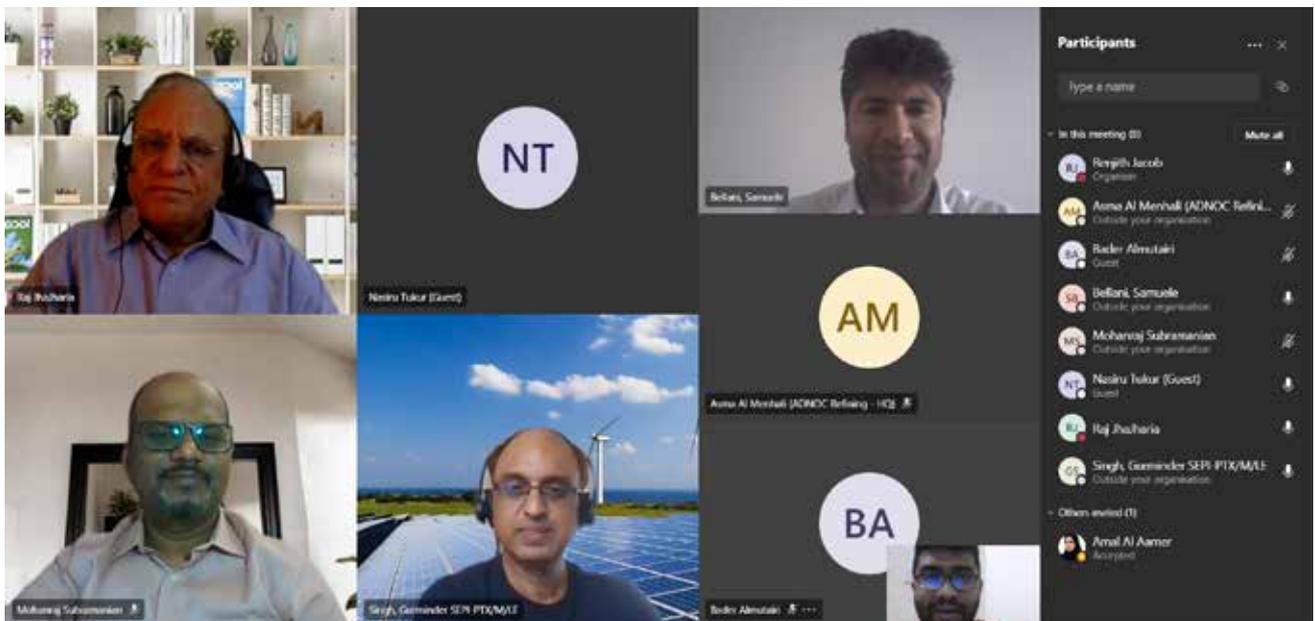
MEMBER'S CORNER



Digitalisation Technical Committee Q4 Meeting held on 9th November 2020



Commissioning and Start up Technical Committee Q4 Meeting held on 21st October 2020

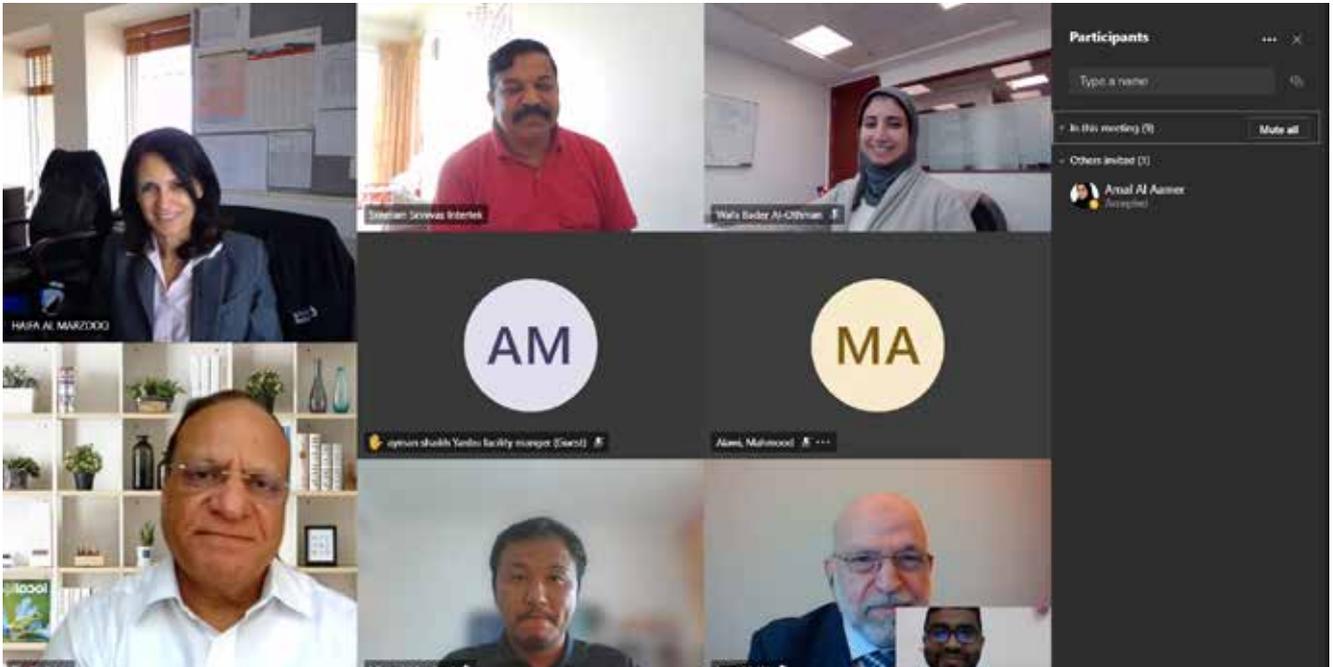


Industry Trends Technical Committee Q4 Meeting held on 11th November 2020

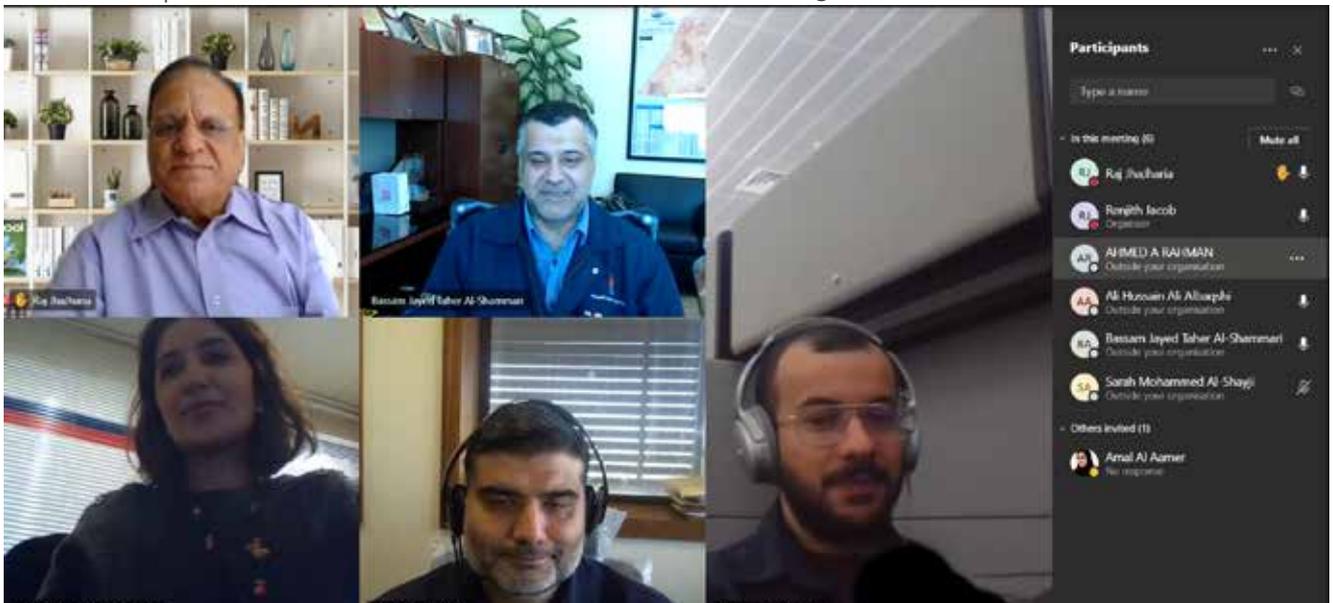
MEMBER'S CORNER



Plant Reliability and Integrity Technical Committee Q3 Meeting held on 19th August 2020



Operational Excellence Technical Committee Q4 Meeting held on 23rd December 2020



Digitalisation Technical Committee Q4 Meeting held on 28th December 2020

MEROX™ EXTRACTION PROCESS TECHNOLOGY VIRTUAL TRAINING COURSE BY HONEYWELL UOP



The Gulf Downstream Association (GDA) organized third virtual training course on the 24th - 25th November 2020 in collaboration with its Associate Member "Honeywell UOP". It was a two - day training for sixteen (16) Aramco, BAPCO and SATORP employees on "MEROX™ EXTRACTION PROCESS TECHNOLOGY". The course, which was hosted and delivered by Mr. Rohan Khandelwal, Mr. Tom Jackson, Mr. Ambuj Tripathi & Mr. Ibrahim

Alhaji, was designed to provide the theoretical and practical knowledge needed to efficiently and safely operate UOP Merox units. Attendees varied in background from Process engineers and Operations and Maintenance personnel who work with an extraction unit or supervise those who do. Delegates had a rich hands-on ability to process flow and equipment, unit operation, analytical procedures, maintenance procedures, and safety. Delegates

were able to understand UOP Merox Process chemistry and process flow, identify common impurities and methods for their removal, understand best practices for unit operation, start-up, and shutdown and develop effective techniques for solving problems. This course is part of a broad series of virtual trainings designed by GDA & UOP, scheduled in the year 2021 to support the training and development goals of the industry.



2021 VIRTUAL COURSES

Polybed™ Pressure Swing Adsorption (PSA) System Training	16th – 17th February 2021
Merox™ Process – Extraction and Sweetening	15th – 17th March 2021
Refining Process Fundamentals	5th – 8th April 2021
Refinery Business Economics	24th – 27th May 2021
Polybed™ Pressure Swing Adsorption (PSA) System Training	7th – 9th June 2021
Fired Heaters	July 2nd week 2021 (Tentative)

For nominations please contact:

Email: amal.alaamer@gda.org.bh

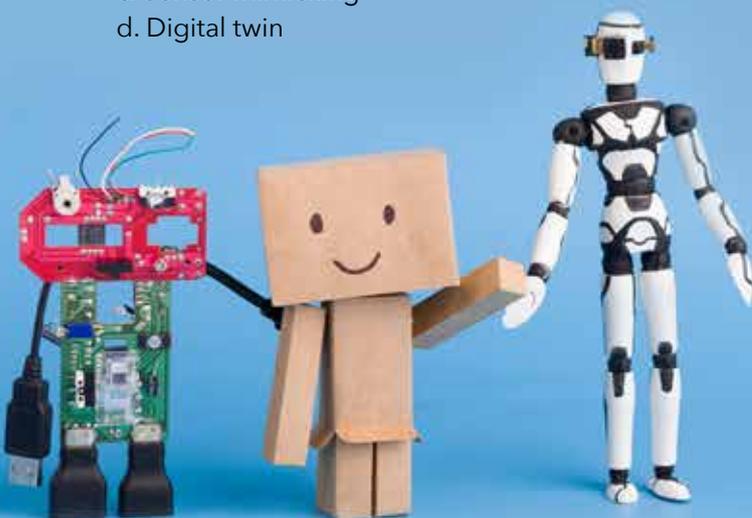
TEST YOUR AWARENESS ON IR4.0 (QUIZ)

1. What does Artificial Intelligence (AI) mean to you?
 - a. Technology allowing your machine to show human intelligence
 - b. Putting information into your computer
 - c. Mirroring your own knowledge on a computer
 - d. Enhancing the memory of your computer
2. What is the difference between artificial intelligence (AI) and machine learning (ML)?
 - a. There is no difference
 - b. ML is a subset of AI, as ML focuses on the self-learning aspect of AI
 - c. AI is a subset of ML, as AI focuses on the self-learning aspect of ML
 - d. None of the above
3. What value does Augmented Intelligence (IA) add over Artificial Intelligence (AI)?
 - a. does not replace human but enhances the human ability to perform better
 - b. combines human and machine intelligence
 - c. analyzes huge reams of data and finding patterns and correlations that would either go unnoticed to human analysts
 - d. All of the above
4. Augmented Analytics assists decision makers by arriving at solutions insight in following time:
 - a. Months to arrive at solutions insight
 - b. Days to arrive at solutions insight
 - c. Hours to arrive at solutions insight
 - d. Real-Time Solutions
5. Which technology replicates physical setup and equipment into a rigorous, detailed digital format?
 - a. Equipment mirroring
 - b. Setup Duplication
 - c. Sensor mimicking
 - d. Digital twin
6. What type of analytics are part of Augmented Analytics
 - a. Descriptive
 - b. Diagnostic
 - c. Predictive
 - d. Prescriptive
 - e. All of the above
7. Major hurdle faced during implementation of Augmented Intelligence based solutions
 - a. Availability and Quality of Data
 - b. Tools to analyse the data
 - c. Business Process Challenges
 - d. Selection of most suitable combination of data/tools/techniques for effective value addition
8. What are soft sensors capable of carrying out?
 - a. Process multiple measurements together
 - b. Extrapolate data based on trends
 - c. Combine data with different dynamics and characteristics
 - d. All of the above

Fun Questions

9. Which science fiction writer wrote I, Robot?
 - a. Ray Bradbury
 - b. Harlan Ellison
 - c. Isaac Asimov
 - d. Orson Scott Card
10. Which Pixar film was about an intelligent robot?
 - a. Wall-E
 - b. Cars
 - c. Coco
 - d. Up
11. Which music platform was the first to extensively use AI and algorithms to create tailored playlists for its listeners?
 - a. Saavn
 - b. Spotify
 - c. Apple Music
 - d. Soundcloud
12. What was the first AI powered voice assistant?
 - a. Siri
 - b. Alexa
 - c. Google Assistant
 - d. Bixby

You can find the answers by clicking [here](#).



From crisis to low carbon opportunity: A decade of delivery for the oil and gas industry

23 – 25 February 2021

VIRTUAL EVENT

IP Week 2021: Today's oil and gas sector faces the toughest of operating environments, but the ingenuity of its people, its engineering capabilities and innovative spirit are all pivotal in rising to these global challenges.

As the sector's leaders and influencers gather virtually for IP Week 2021, the urgency of action, together with the associated risks and opportunities in geographies around the world, will be at the heart of an unmissable agenda.

Speakers include:



Bernard Looney
CEng FREng FEI
CEO
BP



Gauri Singh
Deputy Director-General
IRENA



Patrick Pouyanné
Chairman and Chief Executive
Officer
Total



Anders Opedal
CEO
Equinor



Helima Croft
Managing Director and Global
Head of Commodity Strategy
RBC Capital Markets



Dr Fatih Birol HonFEl
Executive Director
IEA

50+ countries
With region focused sessions



200+ companies
Influential senior level executives



1,500 participants
Register to confirm your place



Energy Institute
Knowledge Partner:



IP Week
Knowledge Partner:



IP Week
Partner:



IP Week Student
Engagement Partner:



IP Week
Legal Partner:



Gold Sponsors:



Gold Sponsors:



Silver Sponsors:



Bronze Sponsor:



Supporting Organisation:



MENTORING PROGRAMME SUCCESS STORY

As part of the GDA Cross Mentoring Programme, Mr. Ahmed Yousef AlFahad from Kuwait Petroleum Company (KPC) and Mr. Salim Mubarak Alketbi from ADNOC participated as Mentor and Mentee respectively. This ambitious program benefits members from exchanging their cross-company experiences across the GDA founding companies in mentoring young professionals.

At the beginning of the program, which was initiated on 1st November 2019, the team faced a lot of difficulties to build rapport and maintain the needed relationship for such a program. When the world faced COVID-19 Pandemic, everything was ceased around the world and organizations were shut down to be safe. People started utilizing virtual aids to do business and adopted an approach that would ensure the continuation of their efforts within the mentorship program.

Both Mr. AL-Fahad and Mr. AlKetbi started having short weekly virtual meetings. The nature of the meeting was casual and short (30 minutes). As a result, the meeting helped them to build the needed rapport and the continuation of the program. Now we take this opportunity to thank Mr. Alfahad and Al-Ketbi for their commitment and we shall wait to see the results of such an approach as the program proceeds.



Ahmad Yousef AlFahad, KPC,
Team Leader Building Maintenance (Mentor)



Salim Mubarak Alketbi, ADNOC,
Maintenance Planning Engineer (Mentee)

12. a
11. b
10. a
9. c
8. d
7. d
6. e
5. d
4. d
3. d
2. b
1. a

ANSWERS
R4.0 QUIZ



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THANK YOU 2020

A Survey From the GDA's Leadership and People Development Committee

2020 was not an ideal year for all. We agree that it brought devastating disruptions, but there are still some things we have to be thankful for. Our Leadership and People Development Committee ran a survey asking what those positive things are. Here are some of the responses we have received.

- Utilizing technology to conduct meetings and carrying out remote acceptance tests
- Raising people's awareness about various health/medical and other subjects
- Forcing organizations to adopt remote working approach and hence enjoy real estate saving
- Socializing more closely with family members (especially children)
- Encouraging creative thinking/ ideas on different fronts

I am thankful for the good health during this pandemic and I became more appreciative of my day to day activities. I am also thankful for work in which we have shown our capability for remote working and progress. Although times have been tough, technologies available within our company have allowed our colleagues to communicate and complete their relevant activities whether working from office or at home thus contributing to business availability and production.

To me I would say it was a great year to connect again with my family and actually hear each other out. A year where I was able to realign my future goals and objectives. Grateful for all the learning and development done this year and connecting with professionals like you in this network group

Relaxed more with the family and appreciated the value of our staff better.

- Achieved 5 Agile certifications
- Never failed in any certification / exam
- Wrote 2 articles
- Took 5 months long Professional Coaching Training (In line to become certified by end of Jan 2021)
- Participated as Speaker in 3 international events
- Became Agile Ambassador for Bahrain for Agile2021 Reflect Festival
- Hosted several events in Bahrain to promote Agile
- Built a small Agile Community in Bahrain

- It has made me become aware of the Power of the Universal energy that is constantly working.
- Everything is truly connected with each other.
- Observing the divine work of that Supreme power, my thoughts words and deeds have to work in harmony with nature.

2020 assured me that: Life is really short! We should not waste it on trivial things.

In 2020 I developed better reading habits in part thanks to the lock-down

Simply it was like a tour around the world, we increased knowledge of what we were teaching and our new learning. Without exaggeration, I felt that there was a lot of knowledge and work awaiting me.

The one thing I was thankful for is the time I was able to allocate for my self-development.

Family and getting closer to the ones we love.

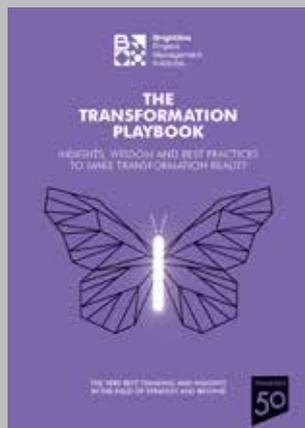
It was a wake-up call for our organizations and us. We needed to improve, both on the professional level, and on the personal "Humanitarian" level.

Health and wellness, Family and Friends

I am thankful for being alive, and for the chances we had from the management to push us to the next level and innovate during these unprecedented times.

Our organizational leadership. Pushing us to learn and find better ways to overcome this pandemic. Moreover, it was a chance for me to receive new knowledge and invest my time in learning and certifications which resulted in a quite interesting and additions to my experience and profile.

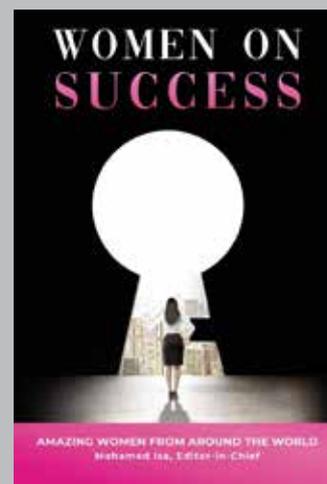
RECOMMENDED READING



The aim of The Transformation Playbook is to ignite debate and thinking. Gone are the days (if they ever truly existed) when there was one single best answer to a business challenge. Now, there are a profusion of different approaches, tools and techniques. Ideas abound. And, reassuringly, so too does inspirational practice. Among the

great transformation journeys recounted in the book are those of Michelin, Li & Fung, CenturyLink and the Department of Planning and Development in California's Santa Clara County.

Link to download the book: <https://www.brightline.org/resources/thinkers50-transformation-playbook/>



ISBN: 9990177988 | 978-9990177985

This is a book by Amazing Women to Inspire More Women around the World.

The world is full of stories of successful women, and we need to capture them, or they will evaporate over time. These stories must be documented. And they must be shared to inspire the next generation of females. Stories and experiences move and motivate. They provide us with a boost to face our challenges head-on.

The 37 contributing authors of this book come from 18 countries. We

have 13 contributing authors from the Kingdom of Bahrain; the rest of the authors come from Canada, Egypt, Estonia, Finland, India, Indonesia, Kenya, Lebanon, Malaysia, New Zealand, Oman, Russia, Saudi Arabia, United Arab Emirates, United Kingdom, United States, and Venezuela.

In essence, the book covers the six continents of the world. Throughout the book, there is one common theme: When there is a will, there is a way. Let the authors of this book guide you to the way of success!

NUGGETS OF WISDOM

A door is much smaller compared to a house, a lock is much smaller compared to the door and a key is the smallest of all, but a key can open the entire house.

Thus a small, thoughtful solution can solve major problems.

Maybe it's best to treat happiness like a deer in the forest. Sometimes it will emerge from the woods and pay you a visit. But it dislikes undue attention. And if you chase it, it will run away.

Phyllis Theroux

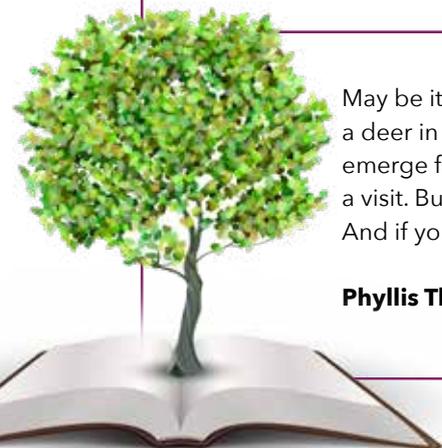
Quality requires its price....

"It's unwise to pay too much, but it's unwise to pay too little.

When you pay too much you lose a little money. When you pay too little, you sometimes lose everything, because the thing you bought was incapable of doing the thing you bought it to do.

The common law of business prohibits paying a little and getting a lot. It can't be done. If you deal with the lowest bidder, it's well to add something for the risk you run. And if you do that you will have enough to pay for something better."

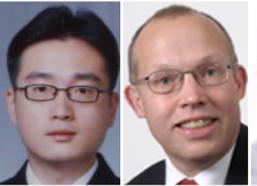
John Ruskin
(1819-1900 English writer)





GDA SUBJECT MATTER EXPERTS

THANK YOU FOR YOUR UNWAVERING SUPPORT





THANKING OUR SINGLE POINT OF CONTACTS FOR FACILITATING COLLABORATION

Khalid Hady

Deputy General Manager - Engineering
Bahrain Petroleum Company B.S.C. (BAPCO)

Mohammed Zahrani

Domestic Refining and NGL Technical Support Division
Head
Saudi Aramco

Dr. Ahmad Al Qattan

Market Intelligence Specialist
KPI

Mobarak Mesfer Z. Almotairi

MAB Refinery
Kuwait National Petroleum Company (KNPC)

Ahmed Yousif Jasim

Manager Control & Electrical Engineering Department
Abu Dhabi National Oil Company (ADNOC) Refining

Hani M. Khushaim

Senior Process Engineering Manager
Saudi Aramco Mobil Refinery (SAMREF)

Abdulaziz Al Hajji

Operation Engineer
Saudi Aramco Total Refining and Petrochemical Company (SATORP)

Nawaf Al-Sharhan

Team Leader Planning
Kuwait Integrated Petroleum Industries Company (KIPIC)

Samuele Bellani

Principal
The Boston Consulting Group (BCG)

Joseph Ibrahim

Managing Director
Axens

Youssef S. Fraiwat

Strategic Marketing Director - ME
Honeywell-UOP

Fadi Mhaini

Director, Technology Licensing
Chevron Lummus Global (CLG)

John E. Paisie

Executive Vice President
Stratas Advisors

Jon Stroup

Vice President, Operations
Solomon Associates

Dr. Pierce Riemer

Director General
World Petroleum Council

Lucy Lyudmila Alexander

Engineering Specialist: International Programs
American Institute of Chemical Engineers

Mohammed Nadeemullah Shareef

Business Development Manager
Dhahran Techno Valley Company (DTV)

JH, Park

Team Leader, Process Innovation Team
S-Oil Corporation

Abdulrahman Noorwaly

Supervisor
Saudi Aramco Base Oil Company (Luberef)

Mohammed Benchekchou

Director Business Development - Middle East & North Africa
Shell Catalysts & Technologies

Hikmat Khan

Senior Principal Engineer
Haldor Topsoe

Abdulmohsen Al Khuwaitem

Manager, Engineering & Technical Support
Saudi Aramco Shell Refinery Company (SASREF)

Hind Ahmed Bahlool

Sr. Marketing Specialist
Yokogawa Middle East and Africa B.S.C

Neha Baliyan

Regional Marketing and Communications Lead
Wood Group

Rob Howard

Vice President, MENA
Aspentech

Ian Henderson

Managing Director
Marsh

Abdullah Dirani

Director, Business Development
Fluor Corporation

Waddah Al-Zaabi

Account Manager
Advanced Refining Technologies LLC (ART)

Rakesh Singh

Marketing Manager
Kellogg Brown and Root LLC (KBR)

Amber Haque

Senior Recruitment & Admissions Manager - EMBA Dubai
London Business School

Mittra Ranjan

Editor
Chemtech Foundation

Morgan Allen

Senior Technical Service Manager, Middle East
Grace GmbH - Dubai Branch

Eiji Iwamatsu

General Manager
JCCP

Ahmed Jarallah ALZahrani

Technical Services Manager
YASREF Yanbu Aramco Sinopec Refining Company Ltd.

Shardul Shindadkar

Projects & Business Development
Ingenero

Eissa Aqeeli

Managing Director, KSA
Jacobs Engineering Group Inc.

Ronald Bradfield

Lecturer
Strathclyde Business School UAE

Rachel George

Speaker & Content Manager
ME3 - Middle East Energy Events

Rishi D Jayan

Sr. Executive
American Society of Safety Professionals (ASSP)

Dr. Samir ElKareish

Director of Technical Affairs Dept.
Organization of Arab Petroleum Exporting Countries (OAPEC)

Dr. Dawoud Bahzad

Division Director - Science & Technology
Kuwait Institute for Scientific Research (KISR)

Chris Chant

Technology Director - Temperature Measurements
Daily Thermetrics

Nick Ecart

Senior Director, Business Development, Europe, Middle East, and Africa
ASTM International

Vinay Kumar Kalia

Chief General Manager
Engineers India Limited

Masafumi Minami

Operations Manager
Idemitsu Kosan Co., Ltd.

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Acting Dean
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COO
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Vice President, OMDC-APAC & Middle East
General Manager
IHS Global FZ-LLC

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Deputy Sales Director
Azbil Saudi Limited

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Sr. Vice President - Research & Development
Khalifa University

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Laura-Ann McQuilter

Petrofac

Trevor Stott-Briggs

Managing Director
Energy Institute (EI)

Majed Alsubaie

Commercial & Business Development Director
Air Liquide Arabia (ALAR)

Devinder Mahajan

Professor and Graduate Program Director
Institute of Gas Innovation and Technology at Stony Brook University

Iain Rawlinson

Group Commercial Director
Gulf Stevedoring Contracting Company

Ilya Rodin

CEO
Angara Industries Ltd.

Catalin Tomescu

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Air Products Middle East

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Alpha Process Control srl

Kristin Buettner

Manager
Project Production Institute (PPI)

Paul Massih

Executive Vice President, Oil and Gas
Strategic Project Solutions, Inc (SPS)

Ahmed El Gebaly

Department Manager
Egyptian Projects Operation and Maintenance (EPROM)

Marco Villa

COO, TechnipFMC
Technip FMC

Dr. Saadi Adra

Founder and CEO
ADVISORS

Gulf Downstream Association presents

TRANSFORM *Virtual Event*

The Evolving Future of Leadership and Project Management



22-23 FEB 2021

PROGRAMME

13:00-16:50 Bahrain Time Zone (GMT+3)

FREE TO ATTEND

www.gdaconference.org

22 Feb - The New Reality of Transformational Leadership

13:00 - 13:15	Opening Keynote
13:15 - 13:50	Session: The Leadership Experience and Development Journey
14:00 - 15:00	Panel Discussion: Leading Through a Pandemic: How Do You Develop and Distinguish a Transformational Leader?
15:10 - 15:50	Session: Empowering Women in Leadership Roles
16:00 - 16:10	Session: Talent Management and Knowledge Sharing
16:40 - 16:45	Closing Remarks by Vice Chairman

23 Feb - The New Reality of Project Management

13:00 - 13:10	Opening Keynote
13:10 - 13:50	Session: What Investment Matters the Most Post COVID-19 Pandemic
14:00 - 14:50	Panel Discussion: What Does the Evolving Future of Managing Projects Hold?
15:00 - 15:50	Panel Discussion: Journey of EPC/Engineering Firms Towards Digitalisation; Where Are We Today?
16:00 - 16:40	Session: Potentials of Modularisation to Enhance Project Delivery
16:40 - 16:45	Remarks by GDA Secretary General
16:45 - 16:50	Closing Remarks by Chairman

PRESENTED BY THE GDA FOUNDING COMPANIES

