

the arabian sun

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a weekly Aramco publication for employees



Emerging leaders commend a **decade of leadership development**

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Earth and space, music and planets in new colors at **Ithra summer program**

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Aramco earnings surge

Recovering economy, higher crude oil prices boosts finances

2nd quarter results

\$18.8 B
Dividend declared

\$25.5 B
net income

\$22.6 B
free cash flow

2nd quarter and half-year 2021 results announced

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Aramco: A step ahead in Digital Transformation with SAP S/4HANA

By Ammar A. Alfi

In June, the SAP Finance & Logistics (PRC) system was migrated to SAP's latest generation technology, S/4HANA, involving the participation of over 1,200 employees worldwide.

"As of today, Aramco is the largest S/4HANA installation in the region and in the oil and gas industry globally, which proves how the company continues to be a trendsetter in the early adoption of technologies," said Yousef A. Al-Ulyan, vice president of Information Technology.

Two decades ago, Aramco transformed how it ran its businesses and operations by executing one of the largest Enterprise Resource Planning (ERP) implementations worldwide. The journey to migrate Aramco's core business applications from the mainframe computers to SAP ERP began back in 1997, including the Human Resources, Finance and Logistics, and Hydrocarbon Management applications. Since that time, the ERP systems have increased to 13 systems that support more than 280 applications used corporatewide.

In 2019, Aramco embarked on a Corporate Digital Transformation program for its core functions companywide. To keep pace with the demand for the latest digital technologies and support the

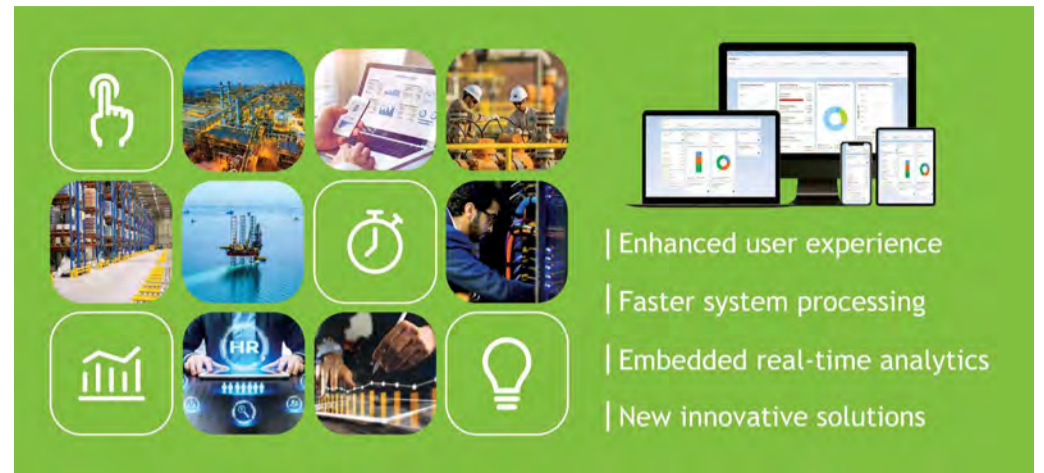
digitalization initiative, it was imperative that the ERP systems supporting the company's core business were upgraded to the latest technologies. Therefore, the Enterprise Resource Planning (ERP) Transformation was born. By December 2023, all ERP systems will be migrated to S/4HANA and the Cloud.

"The migration will enable key solutions for Finance, such as, Global Tax Management," said Salah Al-Hareky, controller.

"Powerful insights are offered by the new system in multiple business areas of supply chain, such as supplier performance management, inventory, and warehouses," said Mohammad A. Al Shammary, vice president of Procurement and Supply Chain Management.

What is S/4HANA?

SAP S/4HANA is the fourth generation of SAP's ERP platform, which exploits "in-memory" (i.e., RAM-based) computing capabilities of the SAP HANA database while at the same time leveraging SAP's Fiori user experience, and provides new functional capabilities for the business. S/4HANA has a hybrid transactional/analytical processing (HTAP) architecture, which means it can perform analytics on "live" transaction data in real-time without the need for a separate data warehouse. The new



platform provides new technologies in the areas of mobility, machine learning, advanced analytics and the Internet-of-Things.

"The ERP Transformation will help us to achieve the highest level of maturity in digital transformation and realize the company's ambitious vision to be the world's leading digitalized energy corporation," said Nabil A. Al-Nuaim, vice president of Digital Transformation.

Some key features include:

- Faster system performance due to the next-generation "in-memory" technology
- Mobile-enabled and provides a consistent look and feel across multiple devices
- Embedded real-time analytics and insights for faster decision making
- New features, such as document flow, enterprise search, and on-screen user assistance
- New innovative business solutions for selected organizations and processes.

What is SAP Fiori?

SAP Fiori is the name of the new user interface that replaces the classical SAP Graphical User Interface (GUI). The SAP Fiori applications will have analytical tiles with key performance indicators and multidimensional reporting, along with the intelligent SAP Fiori search en-



The ERP Transformation will help us to achieve the highest level of maturity in digital transformation and realize the company's ambitious vision to be the world's leading digitalized energy corporation.

— Nabil A. Al-Nuaim

gine (Enterprise Search) that makes SAP similar to the Google Search engine.

"The launch of S/4HANA delivers exciting opportunities for the world of maintenance, reliability and asset management. The new SAP Fiori user experience will enable our end-users to navigate, examine, and report information with ease for accurate and prompt decision making," said Fahad M. Al-AbdulKareem, executive director of Industrial Services.

Interesting facts about the ERP Transformation

- The number of on-premise SAP ERP systems in Aramco will be consolidated from 13 to six
- The numbers of system interfaces will be optimized from 6,000+ to 4,500
- The project target is to reduce the level of customization in our ERP landscape by 15%
- Due to the simplification of the database in S/4HANA, the software development life cycle will be reduced by 10%, resulting in a faster time-to-market for the deployment of new solutions.

Learning and support

Multiple learning resources will be available to all users, including the ShareK website, e-Learning courses, and an advanced user assistance tool available online within the ERP systems. Moreover, further support will be available through the IT Help Desk.

Your voice

Leaders link to employee retention

Leading can be a science, sometimes an art, and always a true faith. They say that leaders are born or built, and I say it is a combination of belief and continuous work. Being a leader is not about holding responsibilities, or only supervising individuals. It is in the deepest meaning of significantly influencing others. Influencing how they work, how to communicate with others and even how to achieve their work's aspiration.

There is a link between leadership and employee retention, however, it is not always the reason for an employee to leave, but definitely it is a key factor. Leaders can shape the work type and responsibilities, they can build a whole new culture and can be a reason to wake up in the morning motivated to come to work. Therefore, it is essential for leaders to understand the individ-

ual's needs, goals and aspiration, then customize the plan based on that accordingly.

Leading the culture

A culture of continuous recognition is advisable, and leaders should spend time in adapting such a strategy. A study indicates that 63% of employees who were recognized "always" or "usually" are very unlikely to leave or search for another job (Alberti, 2020).

Feeling valued

While it is critical to grant buy-in from upper management, similarly, it is important for the employee's views, voices, and ideas to be heard and implemented. Therefore, leaders can adapt a 360 degree feedback approach and

evaluation for themselves, to view their leadership style from the eyes of others, and explore their strengths and weaknesses.

Series of discussion

Also, it is important to ask the team how they define leadership, how they perceive different styles, and which style works with them. Having a discussion and reading articles on such topics will certainly boost the leadership skills and the team spirit, engagement, and motivation (BrainWorks, 2021).

Retention of employees is related to feeling valued, and making an impact within the organization. Leaders are a key part to open the door for employees to experience their work aspiration today, tomorrow, and always.

By Maram S. Alshehab

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Second quarter and half-year 2021 results announced

Q2 net income rises 288% and free cash flow up by 270% year over year company delivers key milestones

Aramco just announced its second quarter 2021 financial results, reporting a 288% increase in net income from the same quarter of last year to \$25.5 billion and declaring a dividend of \$18.8 billion. The company's net income for the first half of the year was \$47.2 billion, representing a 103% increase over the same period in 2020.



The results were primarily driven by higher oil prices and a recovery in worldwide demand, supported by the global easing of COVID-19 restrictions, vaccination campaigns, stimulus measures, and accelerating activity in key markets.

Commenting on the results, Aramco president & CEO Amin Nasser, said, "Our second quarter results reflect a strong rebound in worldwide energy demand and we are heading into the second half of 2021 more resilient and more flexible, as the global recovery gains momentum. While there is still some uncertainty around the challenges posed by COVID-19 variants, we have shown that we can adapt swiftly and effectively to changing market conditions."

"Our historic \$12.4 billion pipeline deal was an endorsement of our long-term business strategy by international investors, representing significant progress in our portfolio optimization program. Our landmark \$6 billion Sukuk reinforced our robust balance sheet, further diversifying our funding sources and expanding our investor base. And, once again, we delivered a dividend of \$18.8 billion for our shareholders."

"We continue to move forward on a number of strategic programs, which focus on sustainability and low carbon fuels, maximizing the value of our assets, and advancing our downstream integration and expansion journey. For all these reasons and more, I remain extremely positive about the second half of 2021 and beyond."

Financial highlights

Aramco's net income was \$25.5 billion in the second quarter of 2021, compared to \$6.6 billion in the same quarter of 2020. Net income for the first half of 2021 was \$47.2 billion, compared to

\$23.2 billion in the first half of 2020. The increase in both periods was primarily driven by higher crude oil prices, improved downstream margins and the consolidation of SABIC's results, partially offset by lower crude oil volumes sold, and higher crude oil production royalties.

Free cash flow* was \$22.6 billion in the second quarter and \$40.9 billion for the first half of 2021, compared to \$6.1 billion and \$21.1 billion, respectively, for the same periods in 2020.

The gearing ratio* was 19.4% on June 30, compared with 23% on December 31, 2020. The decrease was primarily due to higher cash and cash equivalents on June 30, 2021, mainly driven by stronger operating cash flows and cash proceeds in connection with Aramco's stabilized crude oil pipelines transaction.

Capital expenditure was \$7.5 billion in the second quarter and \$15.7 billion for the first half of 2021, representing an increase of 20% and 15%, respectively, compared with the same periods in 2020. This increase was primarily due to the start of initial phases of construction and procurement activities relating to increment projects, demonstrating the company's ability to mobilize capital to target growth opportunities, and the consolidation of SABIC's capital expenditure. At the same time, the company maintains a highly disciplined and flexible approach to capital allocation, and continues to expect its 2021 capital ex-

penditure to be approximately \$35 billion.

Aramco closed a \$12.4 billion pipeline infrastructure deal with an international consortium that acquired a 49% stake in the newly formed Aramco Oil Pipelines Company, in which Aramco remains the majority shareholder. Under a 25-year lease and leaseback agreement, Aramco Oil Pipelines Company will receive a tariff payable by Aramco for stabilized crude oil flows, backed by minimum volume commitments. This investment demonstrates investor confidence in the company's long-term outlook.

The company raised \$6 billion through the sale of U.S. dollar denominated Shari'a compliant securities to leading institutional investors. The issuance comprised three tranches of direct and unsecured Sukuk trust certificates issued under Aramco's newly established International Sukuk Program. Funds raised were allocated for general corporate purposes.

Operational highlights

Aramco continued its strong track record of reliable supply, achieving 100% reliability in the delivery of crude oil and other products in the second quarter of 2021.

The company also demonstrated its reliable Upstream performance, with average total hydrocarbon production of 11.7 million barrels per day of oil equivalent in the second quarter of 2021.

Aramco successfully completed and tied-in the 'Ain Dar and Fazran crude oil increments during the second quarter. These increments target secondary reservoirs with a combined production capacity of 175,000 barrels per day.

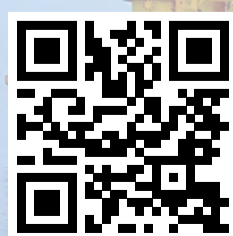
Representing a significant step in SABIC becoming Aramco's chemicals arm, Aramco is transferring the marketing and sales responsibility for a number of Aramco petrochemicals and polymers products to SABIC, and the offtake and resale responsibility of a number of SABIC products is being transferred to Aramco Trading Company (ATC). These changes are intended to focus SABIC on

polymers and derivative products while ATC focuses on fuels, aromatics, and MTBE, driving further operational efficiencies, strengthening the brands of both companies and improving overall competitiveness. Considerable synergies are being captured, mainly in procurement, supply chain, feedstock optimization, stream integration, operations and maintenance.

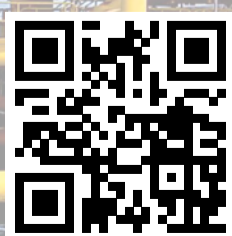
The company continued to contribute to COVID-19 vaccination efforts during the second quarter to protect its workforce and the wider community from the risk of infection. The ongoing vaccination campaign for employees and their families complements a government vaccine program, resulting in 95% of employees and 70% of their dependents receiving at least one dose by the end of June.

Aramco participated in the creation of the Altamayyuz Finance and Accounting Excellence Academy, a collaboration between leading accountancy firms and investment banks to establish a center of excellence for finance and accounting in Saudi Arabia. The academy strives to build the capabilities of top finance and accounting graduates, supporting growth of the region's financial services sector and forming a highly skilled talent pool for the company and other private and public employers.

* Please refer to www.aramco.com/investors for reconciliation of non-IFRS measures.



Watch Amin Nasser, president and CEO, speech.



Watch Q2 results video.



Yanbu' distribution hub project powers forward

Emphasis on safety, Saudization, local content, technology, and best practice

Aramco employees and contractors have been busy in the Kingdom's west, where they are building a distribution hub in Yanbu', laying two 340-kilometer pipelines from the hub to Jiddah, and expanding the North Jiddah Bulk Plant.

The projects are part of the Yanbu' Distribution Hub (YDH) program, which is managed by the Distribution and Terminal Projects Department, and were recently highlighted by Abdulkarim A. Al Ghamdi, vice president of Project Management, as excellent examples of safety, Saudization, local content, technology deployment, and best practice.

37 million safe man-hours

The YDH is designed to deliver refined products to the Makkah region, and has so far achieved 37 million safe man-hours without any fatalities or lost time injuries. Saudization targets have been exceeded, with more than 700 Saudi nationals undertaking a variety of roles ranging from directors, project managers, and interface managers, to safety, civil, mechanical, and electrical engineers. In-Kingdom Total Value Add (IKTVA) targets have also been met with project contracts awarded to local companies and material procurement remaining mostly domestic.

As a world-class leader in the energy and petrochemicals industry, Aramco is embracing technology and innovation to enhance safety, reliability, and the environment. To meet the company's drive to tap into cutting-edge innovations, Project Management organizations are



Amjad Alharthy, an engineer with the North Jiddah Bulk Plant Project Unit, gives an overview of the program at the Yanbu' Distribution Hub facility to Abdulkarim A. Al-Ghamdi, vice president of Project Management, along with other members of management at the site visit.

deploying technologies to enhance efficiency, improve construction, reduce costs, and optimize time.

Plastic, radar technologies

The YDH collaborated with the Consulting Services Department, Environmental Protection, and the Western Region Distribution Department to deploy recycled plastic and used tire rubber in paving materials and roadways, increasing longevity and reducing waste at dump sites.

The program is utilizing guided wave radar technology, with permanently installed monitoring sensors in buried sections of the two 20-inch and 24-inch product pipelines to provide corrosion

and metal loss information, eliminating the need for culverts — or tunnels — at road crossings and ensuring asset integrity.

The YDH is also utilizing a vapor phase corrosion inhibitor for the preservation of the underside of bottom plates in fuel storage tanks. This particular technology has the advantage that corrosion protection can be achieved with the injection of the inhibitor in the absence of a cathodic protection system. The metal is preserved once the substance is injected, protecting the base plates from corrosion during construction.

Best practice recognized

A design for road crossings that al-

lows product pipeline and fiber optic cable to share a single casing was also developed, eliminating the need for two separate ones, and resulting in significant cost and time savings. This in particular was recognized by Al Ghamdi as a best practice. Also recognized was the soil screening of excavated materials during the pipeline construction between Jiddah and Yanbu', which significantly enhanced productivity in backfilling, berming — shaping the flat area next to the pipeline — and the use of fewer trucks to transport the materials. A robotic camera has also been deployed to improve internal inspection of the two pipelines, representing a cheap, safe solution with high-definition live videos to detect internal defects.

Commitment to aviation safety demonstrated by installation of EMAS

First of its kind in MENA region

By Witness Tinarwo and Abdullah K. Al-Eid

The Southern Area Community & Public Projects Division recently completed the Haradh/Hawiyah Roadway Improvements project, which also included upgrading the existing airstrip to accommodate the largest fixed-wing aircraft in Aramco's fleet, the Boeing 737-700. The project was able to install an aviation safety system called the Engineered Materials Arresting System (EMAS), which is the first of its kind in the Middle East and Northern African region.

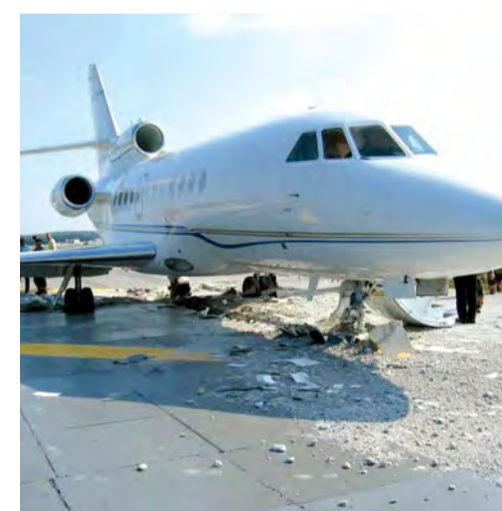
The project was faced with a challenging task; to extend the existing runway in 'Udhailiyah, so as to accommodate larger aircraft in their ability to safely land and take off. Due to the space limitations, the only way to achieve this feat was either to relocate critical Aramco infrastructure, or to construct the runway elsewhere. This second option, obviously, was more expensive and time-consuming with possible operational issues to critical company infrastructure.

The project team looked at existing technologies with an impeccable safety record, which could reduce the distance required for landing and takeoff

of larger aircraft using the existing runway without compromising safety, especially with regards to aircraft overruns — a leading factor of aircraft accidents. According to *Business Insider*, almost 49% of all fatal aviation accidents happen during the final descent and landing phases of the average flight, and 14% during takeoff and initial climb. Therefore, it is imperative that all runways comply with critical runway lengths to bring the aircraft to a safe stop, thereby minimizing injuries and preventing loss of lives in the emergency stop scenarios, as well as to aircraft and infrastructure.

The EMAS was identified to address this challenge of space limitations. The EMAS is an emergency system consisting of specially manufactured concrete blocks, installed at the end of the runway to bring the aircraft to a halt without overshooting the runway, in the event that an aircraft does not stop on its own before reaching the end. The EMAS is designed to accomplish this role while minimizing the potential for passenger injury and aircraft damage.

The project team carried out a comprehensive review of the official published records of the EMAS from the



Located at the end of the runway, the EMAS aviation safety system is a breakable cement. The cement will crumble when an airplane runs over it, thereby preventing the aircraft from overrunning the end of the runway and causing an accident.

Federal Aviation Administration, which is the U.S.'s organization regulating air transportation, to see the effectiveness of the EMAS technology. Out of 15 incidents where EMAS were installed, the EMAS safely managed to stop all the 15 overrunning aircraft, which is an excellent safety record. Armed with this data, the project team was confident of the safe implementation of this technology to try and address the project challenges.

The EMAS was found to be the most

effective solution for improving on Aramco's excellent aviation safety record, while also providing a cost-effective option for the project's conditions and limitations. The project team managed to save approximately 30% of the project costs by implementing the EMAS versus extending the runway. The EMAS demonstrated Aramco's commitment toward safety and the critical role that technology and innovative solutions can play in solving project challenges and cost savings rather than the conventional systems.

Medina agreement looks to help 300 beneficiaries improve beekeeping and develop products

Aramco continues to support Kingdom's beekeepers

HRH Prince Faisal bin Salman bin Abdulaziz, Governor of the Medina Region, last week witnessed the signing of an agreement between Aramco and the Beekeepers Cooperative Society to launch the "Saudi Aramco Initiative to Support Low Income Beekeepers for Beekeeping and Development of its Products in the Medina Region."

Khalid K. Al Mulhim, Aramco executive director of Corporate Affairs, was also in attendance.

Al Mulhim highlighted the company's decades-long support in the development of such ventures and the shared responsibility of being a good corporate citizen, something that continues to be important today through such activities as the agreement with the Medina beekeepers.

He added that the Memorandum of Understanding (MoU) expresses the company's efforts to cultivate the benefits derived from the natural resources in the various regions of the Kingdom to make a positive and tangible impact on the lives of individuals and their respective communities.

"The citizenship programs implemented by Aramco work to support economic and societal projects Kingdomwide,



HRH Prince Faisal bin Salman bin Abdulaziz is joined by Khalid K. Al Mulhim as they oversee the signing of an agreement between Aramco and the Beekeepers Cooperative Society to launch the Saudi Aramco Initiative to support beneficiary beekeepers and their products in the Medina Region.

which in turn enable people to move forward and translate ideas into reality," said Al Mulhim.

Promoting small business ventures

The agreement looks to help 300 low income individuals to improve beekeeping and develop their products in Madinah. Through the initiative, Aramco will provide advanced equipment and quality testing methods, in addition to providing training beekeepers, thereby

increasing the efficiency and productivity of local honey products.

The initiative is another in a long line of company efforts designed to create and develop an added value for traditional crafts and natural resources, as well as to attract Saudis to the small and emerging business sector.

Specifically, the initiative focuses on the care of queen bees and the preservation of local breeds, through the establishment of an apiary, which will

become an asset for the Cooperative Society of Beekeepers, which produces about 5,000 queen bees.

The initiative is in line with the company's efforts launched in 2016 in al-Baha with the Beekeepers Cooperative Society there, which were later expanded to include the regions of Asia and Taif. In these locations, thousands of honey plants have been cultivated to support pollination and beekeeping efforts, and more than 1,500 beekeepers have been trained.

In addition to supporting the honey industry, the production of its derivatives such as wax, gum, royal jelly, and pollen has been expanded.

Scientific research

Aramco's initiatives in the field of honey have also recently included the signing of a MoU in the field of scientific research with King Khalid University in Asir, which looks to establish a production plant for excellent local breeds, in turn improving the sector's financial and environmental returns through biodiversity, pollination of flowers, hive products, and others. The agreement looks to facilitate an exchange of experiences and the unification of efforts designed to advance the honey bee industry.

Ras Tanura Refinery Clean Fuels Project reaches 60 million safe man-hours

By Mohammed T. Alsubaie

As of July 2021, the Ras Tanura Refinery (RTR) Clean Fuels Project is pleased to announce that the project surpassed 60 million safe man-hours without any work-related lost time incidents or fatalities since construction started in July 2017. An accomplishment of this magnitude is rarely seen in the industry, let alone a 70-year-old operating facility involving newly adopted construction techniques by a multicultural workforce handling some of the biggest scopes of their kind. This remarkable milestone is attributed to every project member as it demonstrates their dedication in making Safety a core value at this project.

This significant achievement is a testament of the devotion at the Refining and NGL Projects Department (RNLDP) to keep all team members out of harm's way under the safety culture initiative of Aramco. This was made possible by the continuous efforts of the project's safety team coupled with the knowledge transferred from RNLDP experiences for all the related lessons learned to provide the project with the necessary tools and data to identify and control hazards.

Of course, risk may still surprise us even with the best efforts and preparation. The RTR Clean Fuels Project, like the rest of the world, was ambushed by the outbreak of the COVID-19 pandemic. Cautiously but

surly, the project team was able to react and adjust to the situation through adherence to the Ministry of Health's precautionary procedures and John Hopkins Aramco Healthcare guidance to mitigate the impact on the project performance while protecting everyone.

The commitment of employees to safety is the backbone in reaching a level of success. Coupled with the governance by RNLDP's mission to carry this safety culture to every future project environment and motivate involved personnel to promote such learnings to their family circles, it has been evident that the results extend beyond the company's boundaries into the employee's social impact territory.

The Ras Tanura Refinery (RTR) Clean Fuels Project will upgrade the refinery to achieve Aramco's corporate objectives of improving manufactured products to meet Euro-V fuel standards, improving the plants' efficacy and profitability through integrated live models. The initiative will also assist in Aramco's quest toward reducing its environmental footprint. The project's new naphtha complex is classified as the world's largest within a processing facility; comprised of a naphtha hydrotreater, reforming unit, and isomerization unit with output capacities of 138 million barrels per day (MMbpd), 90 MMbpd, and 65 MMbpd, respectively.



More than 120,000 current and future leaders passed through these doors over the last decade

Decade of leadership development commended

By Scott Baldauf

For the past decade, over 120,000 current and future leaders have passed through the doors of The Leadership Center (TLC), the company's in-house development center. Located in Ras Tanura, TLC offers an off-site development experience, while drawing on more than eight decades of proud Aramco history and leadership examples that make our company a leader in oil and gas, petrochemicals, technology, and renewable energy.

What the company gains from the programs of TLC is clear: world-class development prepares leaders for the unique challenges that Aramco faces.

"True leadership is not a position, it's a behavior," said Brad Brewster, acting administrator of the Leadership Development Division (LDD). "There aren't many companies like Aramco. We have much bolder ambitions than a lot of our competitors, and that results in a different way of thinking and working. We continuously develop programs that will equip our leaders with the skills needed to achieve our ambitious future."

Customized for Aramco

When TLC first moved to Ras Tanura in 2010, it mainly offered off-the-shelf leadership programs such as the "7 Habits for Highly Effective People," the "Leadership Challenge," and "Great Leaders, Great Teams, Great Results," among others. But in 2014, faculty members began to develop their own content to make programs customized to Aramco. This was a pivotal moment for TLC because it took global best practices from well-known thought leaders like Stephen Covey and Ken Blanchard, and added in localized

Mamdouh S. Therman, superintendent for Oil Operations at South Ghawar Producing

"The leadership development workshops have had a positive impact to grow my knowledge of different skills, techniques, and wide alternatives to promote the organization. The materials, videos, and the support aids used are very beneficial for addressing and mitigating field issues related to employees or the business. Each workshop has its own methodology of learning in a very structured way and it



programs that addressed the uniqueness of being a leader at Aramco.

The goal of each program, Brewster said, is to draw on the deep knowledge and leadership experiences of the Aramco employees and leaders in the room, lessons that employees can share with each other, and apply back at work.

"Story-telling and sharing experiences are so important to bring the lessons to life, and the Leadership Center has been the space for employees to do this for the past 10 years," Brewster said. "But at the end of the day, the real learning occurs on-the-job. Our programs are the spark for something bigger to happen at the worksite."

Digital learning

Another pivotal moment in TLC's history came in 2019 and 2020 when digital learning was introduced. In 2019, TLC brought in world-class digital content from Harvard Business School and

gives you the feeling that those workshops are selected carefully to address the leaders' need and facilitate their day-to-day work. What the Leadership Center means to me is simply this: 'Great programs, great materials, and great instructors.'"

Lamah F. Khayyal, administrator for the Management Development Services Division, M&PDD

"From a leader's perspective, I have seen how these courses have helped and impacted employees, not only on the

built it into every program as pre- and post-work. In addition, employees could learn critical skills through the 42 self-led modules offered in Harvard Management. In 2020, the LDD was thrust in the virtual world brought on by the COVID-19 pandemic. LDD quickly converted all of its programs for virtual delivery to ensure there was no disruption of learning.

"The expectation for the Leadership Center is that learning becomes more dynamic. It is still a physical space to visit, but it's also a virtual space where you can develop yourself in a variety of different ways. We have exciting plans for the future of leadership development," added Najwa Azaimi, director of the Management & Professional Development Department.

To grasp the impact of this development at the workplace, *The Arabian Sun* spoke with Aramco leaders to find out what skills and personal lessons have helped them in their careers.

professional level, but also on a personal level. You can see the pride they get when they receive their certification. And when you have people with that sense of pride and motivation, it immediately impacts their performance, which in turn is reflected on their organization.

Mishal A. Ansary, division head of Management Controls in Technical Services

"The courses I took from TLC have really improved the work output and the morale of the employees themselves. One of my



The expectation for the Leadership Center is that learning becomes more dynamic. It is still a physical space to visit, but it's also a virtual space where you can develop yourself in a variety of different ways.

— Najwa Azaimi

Qudrat and Tahsili test preparation program — registration now open

By James Tolland

The Qudrat and Tahsili test preparation program is a groundbreaking Training & Development (T&D) initiative.

The program is designed to provide comprehensive support to the dependents of Aramco employees — specifically preparation training courses. The goal is to prepare dependents for the government Qudrat and Tahsili tests, which are taken externally. These are pivotal tests, the results of which do have a huge and lasting impact on the educational and career outcomes of the participants.

This inspirational test preparation program consists of both classroom training sessions and online review sessions. There are over 2,000 participants in the program, and classes are available for both males and females.

To support and boost this extraordinary initiative, Aramco has contracted with a high quality and well-regarded training company. The Aramco team painstakingly selected suitably qualified staff to deliver the program. The team is also supervising the implementation of the program, while rigorously following up on various key performance indicators to main-

tain the highest possible standards of quality.

The program is supported and coordinated by T&D and GLOW.

What is particularly noteworthy and unique about this program is the extraordinary quality of the training program itself and the staff who administer and deliver the program.

This program clearly and effectively demonstrates the commitment of the company to the development and support of both employees and their dependents.

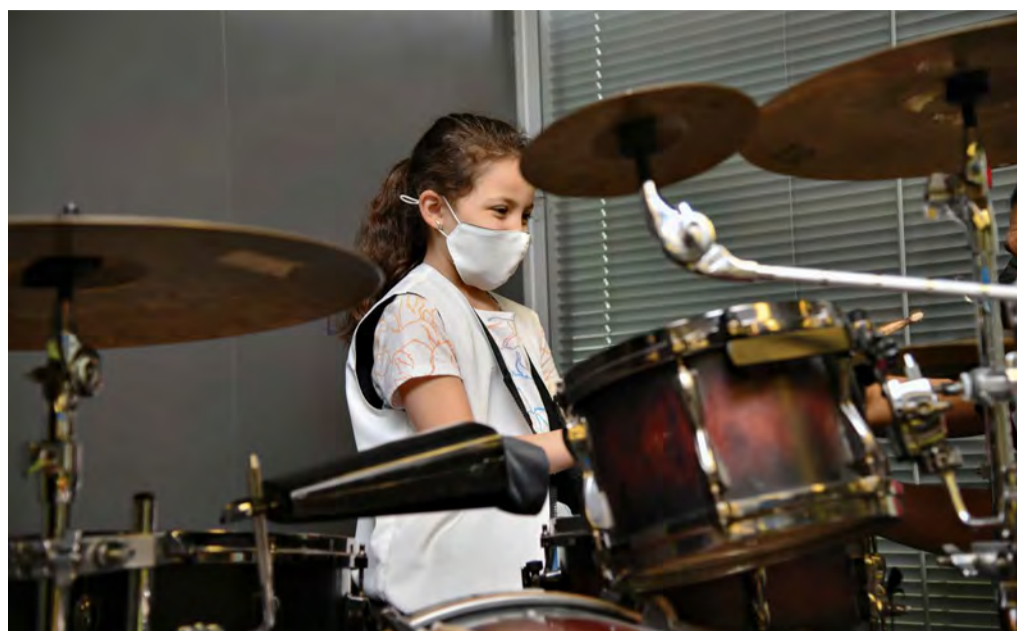


Da'ad A. Almadani, an Academic Programs & Partnerships Department staff HR administrator, and coordinator for the Qudrat and Tahsili Test Preparation Program, works at a registration event for the program in 2020.

Earth and space, music and planets in new colors

By Sumaiyah Alasmal

Until recently, Saudi music lovers used to roam several countries to find music schools of international colors, but social transformations turned things upside down, and music in Saudi Arabia started receiving a lot of attention through international schools, academies, institutes, and cultural centers. Similarly, the King Abdulaziz Center for World Culture (Ithra) provided in its summer camp, and through its "Music beyond the Sky" track, intensive training for children on the different types of music and different sounds found in space to develop melodies and embody them in a musical performance. The children also learned the basics of music through musical compositions.



Learning music as a young age

When we stand in front of an eight-year-old female guitarist at Ithra's summer camp, we are the audience of a talented girl who has mastered the process of harmony in musical instruments. Since she was three-years-old, the young girl was always clapping to the

beat and rhythm of the music she heard, until she picked up a guitar, and started playing, which then became her favorite game. As she grew older and entered school, the music lessons she received allowed her to understand the different sounds of musical instruments and the ways to use them. This led her to continue learning music and focus on rhythm

and melody, trying to reach the goal for which she joined the summer camp — presenting a piece of music that delights the ears of those around her.

Exploring the galaxy

In another side of the camp, "The Planetary Guide," the limits of research

and discovery did not stop at just getting to know galaxies, the solar system, planets and stars, but there were many interactive activities for everything related to space.

The campers were trained to draw galaxies and planets in scientific ways, using multiple colors that carry a lot of vibrant meanings. Campers also learned about the Milky Way galaxy using colors such as blue, pink, and violet, through a scientific artwork called "The Universe in a Jar."

The campers flew through the path of the "Space Agent" with the crew of a spaceship that launched to Mars, where they took on the role of astronauts, developing strategic plans to launch and discover the environment of the Red Planet to search for life. The "Space Agent" track expanded the campers' awareness of the skill of residing and settling in space, and exploring and building a concept about different space environments through multiple scientific and interactive activities that contributed to refine their talents and ignite their passion.

Memory Lane: From cheergrams to Cheerios and a whole lot of activity in summers past

Forty-five years ago, the big news at the commissary included the addition of canned 7-Up and Cheetos. Here's a quick glance back at some of the headlines from The Arabian Sun over the past 75 years.

Aug. 11, 1946

Dhahran Women's Club



All women in Dhahran are cordially invited to the regular monthly meeting of the Dhahran Women's Club at the Clubhouse theater on Monday, Aug. 12, at 3 p.m. A program has been arranged for your entertainment.

Mrs. W.E. Fry is hostess for the day. Her co-hostesses are Mrs. W.H. Needham and Mrs. A.W. Nordling.

Aug. 9, 1961

Students visit from Riyadh, Jiddah

A group of 31 Saudi students arrived



in Dhahran on Aug. 5 to tour Aramco facilities and installations as guests of the company. The group attended a banquet in honor of the visiting Makkah Sports Club in the Dhahran Dining Hall.

Aug. 11, 1976

New commissary items

Fifty new food and convenience items will soon be found on Aramco commissary shelves, thanks to the responses to a survey conducted in early June in the commissaries in Abqaiq, Dhahran, al-Munirah, and Ras Tanura. Commissary Department manager Ali Baluchi told *The Arabian Sun* this week.

The items, which range from avocado dip to Zud sink cleaner, were selected

on the basis of the 1,500 questionnaires returned in the four areas. The questionnaires were tabulated according to family size and responded nationality, so that orders might include some items for bachelors, some for families, and some to satisfy the requests of each of the nationality groups that shop at Aramco stores.

Specialty items that have already been ordered are sugarless gum, soy beans, water chestnuts, marshmallows, papayas, pizza mix, avocado dip, and other assorted frozen dips, a wide assortment of diet drinks, and lighter fluid. Brands were selected by the Commissary Department unless specific brand names such as canned 7-Up, Fritos, Alpen, Comet, Lysol, Woolite, Mr. Soft fabric softener, and Zud stainless steel sink cleaner.



Aug. 2, 2006

Cheergrams for hospital patients



The Saudi Aramco Medical Services Organization (SAMSO) recently announced the receipt of the 1,000th cheergram for an inpatient at the Dhahran Health Center.

"Patients smile a lot when they receive a cheergram," said Monira Al-Jindan, coordinator of the Summer Volunteers at SAMSO. The cheergrams were developed by SAMSO's Websites Team and Hospital Volunteers in 2005 as simple messages employees can write and send by visiting SAMSO's website. The messages, which can be in English or Arabic, are then printed and delivered to patients by hospital volunteers.



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the arabian sun



Medina agreement an expansion of Aramco's support to Kingdom's beekeepers

see page 5

World gets close up view of company dedication to equal opportunities in sports Aramco Team Series shines in Spain

With its sponsorship of the Aramco Team Series, which held the second of four tournaments in Sotogrande, Spain, this past weekend, the world is getting a closer look at Aramco's dedication to providing equal opportunities for women, and promoting healthy lifestyles.

In the team competition, Team Buhai and Team Strom both finished the normal round with 35-under-par, which forced a late evening deciding hole. Team Buhai, featuring South Africans Ashleigh Buhai and Stacy Lee Bregman, Hayley Davis of England, and Spanish amateur Ignacio Morillo, eventually won the match during the final hole.

In the individual competition, Alison Lee of the U.S. beat Buhai by five strokes, at 15-under. It was Lee's first professional title.

days of golf. All teams feature three LET players paired through a unique draft system, in which captains choose one player and are randomly assigned another. The fourth member of each team is an amateur golfer, a position open to all golfers in Spain for the Aramco Team Series – Sotogrande, through the tournament's world first "Team Up" competition. That means it could fall to an amateur golfer to hole a LET tournament winning putt to secure prize money for the professional players, a feat unique to world golf.

Advancement for women

The Aramco Team Series serves as a springboard for female golf at all levels, and may inspire more women to take up the sport — both in Saudi Arabia and around the world. Through sponsorship

of the Series, Aramco continues to focus on providing opportunities and advancement for women in a wide range of fields, from athletes to engineers, researchers, energy traders, and data scientists.

A unique format

Aramco's sponsorship of this novel Ladies European Tour (LET) series allows some of the best female golfers in the world to compete in a unique format that sees teams plus individuals play for a \$1 million prize at each of the four events. The series started last month in St. Albans, U.K., and will continue in New York from Oct. 14-16, and then in Jiddah from Nov. 10-12.

Each Aramco Team Series tournament sees 36 captains lead teams of four players, who together compete to shoot the lowest combined score over three



USA's Alison Lee with her ATS trophy.



Team Champions Hayley Davis, team captain Ashleigh Buhai, Ignacio Morillo, and Stacy Bregman share the team competition prize at the Aramco Teams Series tournament in Sotogrande, Spain.



Photographic memory

In 1948, Saudi Arab workers stacked countless railroad ties by hand in a storage yard until they were used to build the 644 kilometer line that connected Dammam Port to Riyadh. (Photo by R.Y. Richie)