

Marafiq World

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Marafiq and VA TECH WABAG GmbH representatives during the signing of nearly SAR half a billion contract for the expansion of Sanitary Wastewater Treatment Plant in Jubail, Kingdom of Saudi Arabia.
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(L-R) Abdallah Ibrahim Al-Saadon, Marafiq Chairman of the Board and
Abdallah Khalifah Al-Buainain, Marafiq President and CEO

Marafiq World

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Abdullah K. Al-Buainain
President and CEO

Our Core Values Driving Our Success

"I am confident in our core values as they have been the guiding principles that has contributed to our success."

I would like to take this opportunity to thank every staff member of Marafiq for your contributions and effort during 2018, what we have achieved over the past year has been outstanding. Marafiq is successful because of your dedication to performance and devotion to uphold our organization's core values.

We are an excellent utility company that delivers quality water and power continuously to our customers. That is not enough; we need to look at our behavior in how we will sustain a successful company and how we will sustain a happy culture within the organization. Marafiq has six core values that are essentially our compass that points north: customer focus, people oriented, social responsibility, teamwork, transparency and accountability.

Our customers are the key element of our organization; we need to continue to deliver world-class quality services that meets their expectations. At the same time, we need to listen to our customers and involve them through constructive dialogue, which will build customer satisfaction. Both our industry customers and our national citizen customers are equally important to us; we will continue to strive in building long-term successful relationships.

We are a people oriented organization that understands that people have needs just as the company has needs. Our staff are our most valued asset and they are our top priority. We strive to support them in various aspects of their lives, which may be socially, with their family and with emergency situations. Furthermore, we realize that we often see each other more than what we see our own family members, and therefore we are dedicated to show our staff that we truly care for them. We are committed to their safety in the work place, in providing the right type of protective equipment, to providing them with the best training, providing a clear understanding and assisting them in their work.

We cannot achieve the work alone; we must work together by accepting our differences. To make progress as a team we must realize that we do have differences in our opinions and that is ok. We will also have different ideas, and it is natural that everybody would like to have his idea implemented. However, through excellent collaboration and communication each team can produce successful ideas, as it is a team effort and not an individual effort. We must strive to have a

behavior that celebrates "us" rather than "I", as this will further strengthen us.

We need to also make sure that we have accountabilities, by setting the right KPIs, the right targets and assign the right responsibilities to the right people. We believe that this behavior of accountability is not only related to situations when things are done right, but it also applies to when things are done wrong. It is easy to point a finger to others when faults happen, we are not here to try to capture people's mistakes - we are trying to learn from each other, and trying to learn from our mistakes. We must show that we are caring towards our fellow staff members and that we are taking the responsibility seriously that has been assigned to us.

Transparency is an important core value when dealing with each other. A behavior of transparency is necessary in building trust and long lasting relationships. It also promotes ethical behavior, as we need to make sure that there is clarity in our approach, in our procedures for people to do their work right, clear instructions for people to follow, clear guidelines of what to do or what not to do. As leaders, we also need to make sure that we are making decisions that are visible to the organization.

This social responsibility is engrained in our culture, as we have to contribute to the surrounding, to the community, to charities, to schools, to education, to the environment that we operate in, and to people who needs help. We want to show people that we are a caring organization and that we demonstrate corporate citizenship through our social responsibility. Environment is crucial aspect in this regard, as we need to make sure that we do everything possible to protect it for the future generations, we strive to always be compliant to all laws and to always respect the regulations. We continue to follow the principle of setting a good example through our behavior and actions for others to see.

I am confident in our core values as they have been the guiding principles that has contributed to our success. I would like every one of you to take time to really review those behaviors and to see what has been your contribution towards these behaviors. If we can continue to keep them in front of us, then we will be one of the best organizations and we will continue to succeed.

Marafiq welcomes His Excellency Engineer Abdallah bin Ibrahim Al-Saadon as the New Chairman of the Board



His Excellency Abdallah I. Al-Saadon was appointed as the President of The Royal Commission for Jubail and Yanbu by a royal order issued on 1 June 2018.

His Excellency Al-Saadon started his career almost 30 years ago at Saudi Aramco. During his early years at Aramco, His Excellency Al-Saadon worked as a process engineer for various technical and operational organizations including Process & Control Systems Department, Abqaiq Plants, Northern & Southern Areas Producing, and Riyadh Refinery. His Excellency Al-Saadon then assumed various supervisory positions in the Process & Control Systems Department, Facilities Planning Department and Uthmaniyah Gas Plant (East of Saudi Arabia). Subsequently, His Excellency Al-Saadon served as the Manager of the Pipeline Projects Department, Manager of the Inspection Department and Manager of Facilities Planning Department, then he moved

to Yanbu Industrial city to serve as the President & CEO of Saudi Aramco Mobil Refinery Company (SAMREF). Since 2005 to 2018, His Excellency Al-Saadon developed his career from Manager of the Business Analysis Department to the Senior Vice President of Finance, Strategy and Development for Saudi Aramco.

His Excellency Al-Saadon is currently the chairman of Ma'aden Board Audit Committee, and also serves as a Board Member in Ma'aden, Marafiq and also a member in The Advisory Committee in Industrial Management College at (KFUPM). In addition, Abdallah has served as a member on a number of boards in Saudi Aramco, which includes Yanbu Sinopec Refining Co. (YASREF), Saudi Aramco Products Trading Co., Johns Hopkins Aramco Healthcare, The Services Review

Committee, The Strategy Council, The Management Committee, Corporate Center Committee, Management Development & Organization Committee, and Conflict of Interest & Business Ethics Committee.

His Excellency has a Master of Science Degree in Chemical Engineering from the University of Louisiana at Lafayette (United States of America), and an MBA from Massachusetts Institute of Technology's Sloan School of Management (United States of America), as well as a Bachelor Degree of Science in Chemical Engineering from the King Fahd University of Petroleum and Minerals.

Marafiq employees warmly welcomes His Excellency as the new Chairman of the Board.



Marafiq Board of Directors



**Ali Abdullah
Al Ayed**

Mr. Al Ayed is the Chief Executive Officer of TAQNIQ, which is a Public Investment Fund company created to accelerate the Kingdom's journey towards a knowledge-based economy through transferring technology and utilizing output of Saudi Research and Development centers. Mr. Al Ayed has previous experience at Saudi Industrial Development Fund and participated as a member of the board of directors for various industrial and investment forms in the Kingdom, some of these include: the Economic Offset Programs, the Higher Preparatory Committee for the Military Local Industrialization, the National Industrial Cluster Development Program, the Saudi Egyptian Industrial Investment Company, Marafiq, the Arabian Industrial Fibers Company and Al-Watania for Industries.



**Mustafa Mohammed
Almahdi**

Engineer Mustafa bin Mohammed Almahdi, CEO of the Royal Commission in Jubail, Saudi Arabia, has over 30 years working experience in Saudi Aramco in the field of oil and gas industry and refinery, which includes numerous leadership and senior managerial positions. Among these positions are in the fields of strategic and business plan development and implementation through operational plans for the corporate and private sectors, transformation and performance measurement and improvement systems for different sectors and as technology entrepreneur for industrial applications.



Mosaed Al Ohali

Engineer Mosaed Al Ohali has held various top executive jobs including, SABIC Group CFO, Executive Vice President, Polymers, Executive Vice President, Manufacturing, and the Chief Operating Officer of the SABIC Europe group. Engineer Ohali established SABIC Specialty Products SBU as Vice-President, Specialty Products and before that; he had the Profit and Loss responsibilities for the Fertilizers SBU as Vice President Fertilizers. Engineer Ohali is the Chairman of the Board of Directors of several of SABIC and non-SABIC affiliates and members of several government forums and non-profit associations. Engineer Al-Ohali graduated from King Fahd University of Petroleum and Minerals, where he gained a Master's degree in chemical engineering.



Vincent de Rivaz

Mr. de Rivaz is a successful and accomplished Executive, highly respected and influential CEO in the UK energy industry for 16 years, an industrialist at the core of EDF group transformations for 40 years, with extensive international experience particularly in China. Mr de Rivaz was previously the Chief Executive Officer of EDF Energy and a member of the Executive Committee for the EDF Group, he also has experience at the London Electricity Group, British Energy. Mr. de Rivaz has also led the engagement with the UK Government, politicians, industry organisations, regulators, local authorities, academics and many stakeholders to create the political, financial and regulatory conditions of the revival of nuclear industry in the UK.



Nabil A. Al Nuaim

Nabil A. Al-Nuaim is the Executive Director of Community Services at Saudi Aramco. Prior to this Mr. Al-Nuaim had been responsible for executing joint ventures, mergers and acquisitions, divestitures, as well as third party and other transactions as Head of Transaction Development Organisation at Saudi Aramco. Mr. Al-Nuaim has over 26 years' experience in oil & gas, renewable energy, power industries and investment management, both in Saudi Arabia and abroad. Mr. Al-Nuaim holds a Bachelor of Science Degree in Electrical Engineering and a Master of Science Degree in Electrical Engineering from Texas A&M. Mr. Al-Nuaim also obtained a MBA Degree from MIT Sloan Business School.



Abdulrahman Ahmed Shamsaddin

Engineer Abdulrahman Ahmed Shamsaddin is the Vice President of Internal Audit in SABIC. Engineer Shamsaddin has served several operational, management and global roles covering Process Safety Management, Reliability, Engineering/Project Management, Maintenance and Operations functions in refinery and petrochemical plants. Engineer Shamsaddin also covered the responsibility of the company Enterprise Risk Management General Manager that encompassed Risk Management, Internal Controls, Business Continuity Management, Global Insurance and Credit Management. Engineer Shamsaddin also was a member of SABIC Risk Management of the Executive Committee and the secretary of SABIC Board Risk & Compliance Committee. Engineer Shamsaddin has a B.Sc. Degree in Applied Mechanical Engineering (Hons) from King Fahd University of Petroleum & Minerals and holds a Master Degree in Business Administration-MBA (Hons) from American University of London.



Mohammed Berki Al-Zuabi

Engineer Mohammed Berki Al-Zuabi has more than 24 years of experience in the Electrical Power Systems and Oil & Gas Industries business with the initial 15 years focusing on high Voltage Electrical systems; Operation, maintenance and engineering. Engineer Al-Zuabi has successfully completed a master degree in Sustainable Electrical Energy from Georgia Institute of Technology (GIT), a Master degree in Construction Engineering and Management from King Fahad University and Minerals and a Bachelor degree in Electrical Engineering from King Fahad University and Minerals.



Mohammed Eid Al Khater

Mr. Mohammed Eid Al Khater is the Chairman of the Petrochemical Conversion Company, which is a state-of-the-art Greenfield industrial park for plastic manufacturing. Mr. Al khater is also the Chairman of the Al Khater Group of Companies, which is involved in diverse business activities such as property, industry, trade, hospitality and construction sector. Mr. Al Khater is also a board member for the Jubail Charity, Jubail Club and Jubail Equestrian (Horses).

Marafiq welcomes new leaders

Marafiq warmly welcomes the following new leaders to the family, and hope that Allah will bless them in their new position.



Mahmoud Saleh Al-Theeb

Vice President, O&M Jubail

Mohammed Saleh Al-Theeb joins Marafiq as the Vice President of operations and maintenance. He has gained a wealth of experience from various organizations such as, ACWA Power, SIPCHEM and SADAf, just to name a few. Mohammed has also achieved his a Bachelor Degree and Bachelor of Science with Honor Degree in Chemical Engineering from King Fahd University of Petroleum & Minerals.



Hamad Saad Al-Suhaim

Executive General Manager

Hamad Saad Al-Suhaim joins Marafiq as the Executive General Manager of MaSa. He holds a Bachelor of Science Degree in Chemical Engineering from King Fahad University of Petroleum and Minerals. He has more than 14 years of experiences in Schlumberger, Saudi Aramco and SABIC.



Mohammed Abdulhamid Al-Mulhim

General Manager Finance

Mohammed Abdulhamid Al-Mulhim joins Marafiq as the General Manager for Finance. Mohammed has previous experience with BATTARIAT, Clariant Masterbatches Saudi Arabia, National Inspection Co (FAHSS)/ TUV ME, TASNEE, SABIC and SHARQ. He has achieved his Bachelor with Honor Degree in Finance from King Fahd University of Petroleum & Minerals (KFUPM).

Marafiq signs nearly SAR half a billion contract for the expansion of its Sanitary Wastewater Treatment Plant in Jubail

On October 31, 2018 Marafiq President and CEO Abdullah Al-Buainain proudly signs a SAR half a billion contract that pledges Marafiq's ambitious plans to expand its Sanitary Wastewater Treatment Plant in Jubail. During the signing ceremony, Abdullah Al-Buainain said, "Marafiq is confident in providing world-class utility facilities to the new-wave of growth for the Saudi Vision 2030 industrial ventures". The total capacity of the Sanitary Wastewater Treatment Plant (SWTP-9) expansion will be

200,000 m³/day, which will enhance Marafiq's sustainable ambitions for the future.

The Sanitary Wastewater Treatment Plant (SWTP-9) expansion is to be designed and built to treat incoming sanitary wastewater from Jubail and its Industrial City. The SWTP-9 Stage 6 expansion will comprise of a 'stand-alone' treatment works, designed and constructed for sanitary wastewater treatment.

Deep Raj Saxena, CEO of VA TECH WABAG GmbH in Consortium with VA Tech WABAG Ltd. emphasized that, "we are extremely honored to have been awarded the contract to expand SWTP-9 Stage 6 under the leadership of Marafiq." He further said, "We are confident that we will be capable to execute the project and meet Marafiq's expectations."



Abdullah Al-Buainain, Marafiq President and CEO (left) and Deep Raj Saxena, CEO of VA Tech Wabag GmbH in Consortium with VA Tech Wabag Ltd. (right) signs nearly SAR half a billion contract for expansion of Sanitary Wastewater Treatment Plant in Jubail, Kingdom of Saudi Arabia.



(L-R) Saeed Zarib Al-Qahtani (Procurement and Contract Manager), Khalid Al-Marri (Procurement and Contract Specialist), Abdullah Al-Buainain (President and CEO), Ali Jasem Al-Saeed (Procurement and Contract Supervisor), Fahad Al-Shammari (GM Supply Chain)

Identifying Objectives for 2019



A Workshop was conducted for Identifying Annual Objectives for Year 2019 on October 10, 2018 at Intercontinental Hotel in Jubail. The leaders from both Yanbu and Jubail gathered to contribute their expertise.

The workshop was facilitated by Business Planning and Performance team. The event started with a speech from the President and CEO, Abdullah Al-Buainain wherein he focused on future challenges and opportunities.

The participants reviewed the past performances and discussed the results and learnings and also collectively finalized the Annual Objectives for 2019.

The event was concluded by the Manager of Business Planning and Performance Department Salman Atiah Al-Zahrany, who highlighted the future actions to achieve the objectives and thanked the participants for their contributions.



Facilities Security Force promotes "Sense of Security"

As part of the close cooperation between Marafiq and the Facilities Security Force (FSF) in Yanbu, and their joint responsibility towards the security of the Kingdom, and to further promote the sense of security among the company employees, the Industrial Security Department held an awareness lecture under the title of "the Sense of Security" on October 30, 2018. The presentation was delivered by First Lieutenant, Engineer Mohammed ibn Abd Al-Ilah Abu Al-Nasr along with a team from the FSF, helped promote the sense of security. Manager of Industrial Security Department, Fouad Abduljaleel Jambi expressed his gratitude and appreciation for FSF's cooperation.



Al-Qurtubi Elementary School visits Marafiq



Students from Al-Qurtubi School in Yanbu visited Marafiq to understand the various products and services that it offers.

A presentation was given to the students which covered various operations in power and power, as well as new projects in Jubail, Yanbu, and Ras Al-Khair.

Al- Qurtubi Elementary School is located next to Marafiq's residential compound, and majority of its students are children of Marafiq employees.

Mohammed Al-Barqi recognized for his swift action

The Manager of Industrial Security Department in Yanbu, Fouad Abduljaleel Jambi, recognized Mohammed Abudllah Al-Barqi, employee of the Power Production Department, for his initiative to extinguish a fire that caught frame at the Steam Turbine Generation Unit 4 (boilers area). The recognition was attended by the Manager of Power Generation Department in Yanbu 1, Engineer Mohammed Othman Feda, and the acting Chief of Fire Department, Hasan Yahia Al-Shehri, who expressed their thanks and appreciation for Mr. Al-Barqi for swiftly controlling the fire.



Traffic Awareness Campaign during rainy weather



Driven by one of Marafiq's core values "social responsibility", the Corporate Communications Department aimed to create awareness about the risks of driving in the rain.

Marafiq utilized its strategically placed unipole to build road traffic awareness, the unipole is located on a busy highway between Jubail and Dammam, in the Eastern Province.

Emergency Response Team Program kicks-off

Marafiq kicked-off its Emergency Response Team (ERT) Program through a specialized committee. The new committee was approved by the Higher Safety Committee and the company President and CEO. As part of the program's action plan, the ERT committee conducted several workshops to educate the employees and encourage them to join the team. Eight workshops were held for the employees in the operations and laboratory technicians in Yanbu 1 and Yanbu 2. The workshops attracted significant attendance of more than 250 employees who showed a high level of interest and engagement.

As a result of these workshops, several employees submitted applications to join the program. The Fire Fighting team in Marafiq held several training courses for the groups to prepare them to attend external training courses.

After completing the preparatory courses, the first group attended two training courses under the sponsorship of Nivada for Training and Development Company. The first course introduced handling of hazardous materials, while the second was on how to deal with hazardous materials at the operation fields.

All trainees successfully passed the two training courses, and the Committee Chairman, Engineer Mohammed Mandili, distributed the training completion certificates.



Marafiq goes green in celebration of the 88th National Day

As part of the 88th National Day, Marafiq lit up its power transmission towers in the national color, in the Yanbu Industrial City. The initiative used green LED power saving lamps.

Marafiq President and CEO, Abdulla bin Khalifa Al-Buainain, extended his best wishes and congratulations to the Custodian of the Two Holy Mosques, King Salman Bin Abdulaziz and HRH the Crown Prince Mohammed bin Salman, may Allah The Almighty protect both of them, on the 88th anniversary of the Kingdom's National Day.



Marafiq opens new employee restaurant in Yanbu

The Vice President for Operations and Maintenance in Yanbu, Engineer Jamal Omar, opened a new employee restaurant at the Al-Miro building. The new restaurant will serve eight departments in the area. The opening of restaurant next to the employees work locations aims to save time and avail more services that ensure they are provided with all possible care.

The employees expressed their gratitude and appreciation towards Marafiq management for this initiative.



Marafiq continues to build its national workforce through its PDP program



The Human Resources Department conducted the Professional Development Program (PDP) through intensive meetings with university graduates who have completed their degrees.

The meetings were led by the General Manager of Supply Chain, Fahad Abdullah Al-Shammari, and attended by representatives from various departments. Mr. Al-Shammari explained that Marafiq is very keen to attract young Saudi graduates talents to join its workforce. In this regard, Marafiq held personal interviews with potential applicants to select those who can support Marafiq's vision and mission. Mr. Al-Shammari further expressed his gratitude towards all departments for their support

Safety

Over the past 6 years, Marafiq has made strides in all business areas to better serve its customers and stakeholders towards realization of the corporate vision and goals. Progress made in areas of Environment Health and Safety (EHS) can undoubtedly be identified as the one which makes Marafiq distinguished among its competitors.

In the history of Marafiq, the company has for the first time crossed the 31 Million Safe Manhours for its employees. This proud moment is reflective of the management's vision towards making Marafiq as one of the best and leading company in areas of environment, health & safety. While this achievement brings a sense of joy and satisfaction, the moment shall be used to reiterate our commitment towards the implementation of safety with more fervor and enthusiasm by all our employees and the contractors.

The successful launch of SAP EHSM is another example of providing the most modern solutions to our employees towards moving to excellence in EHS. Being a socially responsible company, the implementation will enhance Marafiq's vision to provide safe, healthy and environmentally compliant conditions and operations to its employees and other stakeholders.

As we move forward to even greater safety milestones, let us not become complacent and continue to maintain our safety oriented focus in everything that we do either at the workplace or off the workplace.



Fouad Abduljaleel Jambi
Manager, Industrial Security -
Yanbu Department

"This proud moment is reflective of the management's vision towards making Marafiq as one of the best and leading company in areas of environment, health and safety"

Accident Causation – An insight on how the accidents happen



Rizwan Ahmed
Sr. Engineer Safety, ISD

Accidents are preventable and an accident can be preventable if we understand the underlying causes of accidents in order to prevent future accidents.

An accident can occur by any unplanned and uncontrolled event caused by human, situational or environmental factors or any combination of these factors which interrupts the work process, and which has a potential to result in minor or major injury, illness, damage or undesired event.

For every severe injury or fatality, there are many less serious or near-miss incidents

There is no shortage of data on incidents such as accidents and near misses. Some researchers have studied the figures in detail and demonstrated that in any organization, there appears to be a relationship between the numbers of major accidents and those with less serious outcome. The relationship between the different types of accidents can be depicted in the accident triangle.

To understand the behavior of different types of accidents, it is imperative to note that in the triangle, the width of the triangle base represents the number of accidents of a particular type which means that the lower base represents more number of accidents while the top represents

relatively less number of accidents.

As we go up the triangle, the width shrinks so as the number of accidents of the particular type. The triangle tells a very important point that for every severe injury or fatality, there are many less serious / minor or near-miss incidents caused by the unsafe acts and conditions. A further analysis also shows that:

- It is invariably a matter of chance that whether a given event results in an injury, damage or a near-miss, i.e. near-misses could so easily become more serious incidents.
- Near-miss / less serious incident data can therefore be a useful predictor of accident potential.
- All events are due to failure control – so we can learn from even minor incidents
- Effective controls to prevent the unsafe acts / conditions and near-misses may lead to prevent the incidents that may cause serious injuries or even fatalities.

An accident can occur by the unsafe act of a person or by existence of an unsafe condition e.g. mechanical or physical hazard. The motives or reasons that

permit the occurrence of unsafe acts of persons provide a guide to the selection of appropriate corrective measures.

Human error is often identified as one of the major causes of the accidents. Data reveals three situations for human errors that may arise due to:

- Overload - mismatch between load and capacity of person at the time of action
- Incorrect response by the person to the situation - insufficient training, fatigue, anxiety or other reasons can be responsible for this
- Improper activity - non-compliance to the procedures and standard practices, disregard to the safety controls and precautions

Studies show that some of the basic reasons for employees to choose to perform the job unsafely include – priority for other tasks which result in disregard to the procedure and safety requirements, pressure for meeting production deadlines, overconfidence and peer influences. In addition, there are three main components in an accident situation which are men, machinery and environment. Changes in any of the above three components or their relationships can alter the probability of occurrences of an accident.





Marafiq Projects – Third Party Projects

Milo Del Gobbo
General Manager, Projects

Who we are

We “Third Party Projects Department” are the key focal point in Marafiq home for the assets created by 3rd party funded projects (RC & Investors) in Jubail, Ras Al-Khair and Yanbu Industrial cities. Below are some of the key functions:

- We involve all Marafiq stakeholders as required during different stages of project lifecycle (Initiation & Engineering stage to Closeout & Asset Capitalization).
- We provide necessary requirements for Marafiq utilities (like selection of materials, detailed drawings, re-confirmation of tie-in points, standard ITP’s) to be built by 3rd party.
- We had developed guidelines with RC for process of completion of their projects on schedule and utility assets capitalization.
- We conduct regular meeting to discuss issues/obstacles with 3rd party for their project progress as schedule.
- We assist 3rd party for interface with Marafiq utilities and completion of their activity as scheduled on time.
- We exhilarate full support for transfer of assets created by 3rd Party for Marafiq Utilities as agreed.

- We support RC and Marafiq for payment agreement on assets capitalized and future assets.

Mission

Third Party Projects Department is the company's department leader for managing, coordinating, controlling and facilitating handover of all assets utilities projects built by 3rd Party (RC & Investors) based on commitments for customer's high value satisfaction for quality, schedule, costs, safety and uncompromising integrity aligning with company mission.

Vision

To exceed customer's expectations in project delivery and asset capitilization through a high value, quality and services for delivering utilities assets to company.

Roles and responsibility:

Our roles and responsibility allocated during the process from design stage to completion and final turn over to Marafiq. It covers the following phases:

1. Initiation and Engineering Phase:

We support 3rd party projects: for

preliminary definition of the project, project scope, front end design & data gathering as per Marafiq requirements on utilities and inclusion of 3rd Party Projects into Marafiq project portfolio for monitoring.

2. Execution and Monitoring Phase

We serve to 3rd party projects to execute projects with monitoring and approving design changes and ITP plans as per Marafiq requirements on utilities.

3. Testing and Commissioning phase:

We assist 3rd party projects: to initiate, involve and conclude with agreed involvement of Marafiq stakeholders ending in RFI/IAI (Initial Acceptance Inspection) for Marafiq utilities.

4. Closing Phase:

We help 3rd Party Projects: after complying to IAI comments and acceptance, warranty (RC have their own procedure to administrate and for customers: we assist for warranty administration). Assets (Potable Water System, Industrial Waste Water System, Sanitary Waste Water System, Sea Water Cooling System and Electrical System) are hand over to Marafiq through ROAT/RTC.

We are happy to serve your queries, Please feel free to contact us on the below address:

Third Party Projects Department Team
3rd-Party_Project_Department-Team@marafiq.com.sa

Sustainability Governance



Dr. Eng. Abdulrzzak Alturkmani
Sr. Specialist, Hydraulic, Asset Strategy, Planning and Standards

Based on the strategic direction and priorities of any company, it will be decided how and where sustainability fits into the overall corporate structure. Actually, there is no cookie-cutter structure of sustainability to be applied; every company shall adapt its level of sustainability integration into the business.

Sustainability governance structure helps the company to implement sustainability strategy across the business, communicate sustainability efforts regularly throughout the organization, driving sustainability effectively into operations, manage goal-setting process, KPIs & footprints calculating, reporting, strengthen relations with stakeholders and ensure overall accountability.

Successful effective management of sustainability at any company requires having committed leadership, clear direction and strategic influence. None of these will happen without a robust governance structure. There are four considerations to keep in mind when building effective governance structure including commitment (begins at the top), accountability, alignment and flexibility.

Sustainability commitments and strategies require formal governance structures to strengthen policies and performance over the long-term. In addition to standard good governance practice, a sustainability governance structure requires corporate alignment with the market and society's expectations, whilst creating business value in the process. Companies with a strong sustainability governance structure will be better positioned to foresee and adapt to changing economic, social and environmental conditions. Anyway, incremental progress does not require strong governance, but sustained excellence in sustainability otherwise does require strong governance.

For fully sustainability integration into the organization, employees in operations firstly need to embrace sustainability. Then they need to do changes in their daily activities. The governance team shall support them for doing the required changes. At

the same time, sustainability needs to be integrated into the rest of the business (Projects, HR, HCDD, Supply Chain, Assets Planning, etc.). A summary of the main roles and responsibilities required for best-practice sustainability governance structure is shown in the table below.

| Role/ Group | Seniority | Responsibilities |
|--|--------------------------------------|--|
| Supervisory / Executive Committee | CEO and top-management | Accountability <ul style="list-style-type: none"> Review business, technical and performance of the organization Communicate status of issues to shareholders |
| Management | Senior management (GMs and Managers) | Strategic oversight and direction <ul style="list-style-type: none"> Provide strategic oversight and direction to the sustainability team Manage resources and monitor progress of the sustainability strategy Prioritize and provide guidance on material issues |
| Dedicated Sustainability Team | Middle | Implementation <ul style="list-style-type: none"> Develop and implement sustainability initiatives Meet regularly to discuss program status Provide support to wider staff for sustainability activity and reporting Compile data across business, and ensure lessons learned are disseminated. |

A full-time dedicated sustainability team is recommended to be created in Marafiq, to drive the sustainability program and help to overcome succession issues. Over time, Marafiq should build its in-house sustainability expertise. Based on this experience, a dedicated Sustainability Department that is positioned across the business is recommended. In addition, Marafiq can consider an external advisory committee/ expert team to provide outside perspective and additional guidance and advice on sustainability strategy, execution of key initiatives and reporting.



Hamad Al Suhaim
MaSa Executive General Manager
MaSa O&M

"We will continue to contribute to the Kingdom's 2030 vision by supporting the national economy through Saudization and improving local workforce competencies whilst ensuring that our environment is preserved for future generations"

Message from the Executive General Manager

I am delighted to join Marafiq and to lead MaSa, one of the first Joint-Venture water companies created in Saudi Arabia. It is an incredible honor for me to serve this great company, and to continue serving our domestic and industrial customers in Jubail, Yanbu and Ras Al Khair.

MaSa's mission is to implement the best international practices in the water business, guaranty business sustainability, and support national economy. To ensure that we achieve this mission, our focus in the next year will be on following:

- Reducing the operational risk and minimizing operational disruptions
- Treat and supply potable and seawater cooling water, and collect and treat wastewater efficiently and effectively whilst managing the regulatory compliance requirements
- Cost optimization and waste reduction

Additionally, we will continue to contribute to the Kingdom's 2030 vision by supporting the national economy through Saudization and improving local workforce competencies whilst ensuring that our environment is preserved for future generations. Furthermore, we will continue to

provide our existing customers with the best services, and aim to increase our customers' base by enlarging our scope and extend our services towards bigger communities and industries.

The health, safety and wellbeing of our employees, contractors and visitors will always remain a top priority in MaSa. We will remain committed to prevent injuries and illnesses and eliminate accidents in the workplace.

We will ensure that the work activities are performed efficiently and in safe manner, and continue to provide the appropriate control measures, such as PPE and appropriate tools and equipment, to safeguard work activities. In addition, we will maintain a constant safety awareness to achieve our goals and drive a positive safety culture through communication with all employees at all times.

With the year 2019 already upon us, I would like to thank you all for your hard work and achievements in 2018 and remind you of the new challenges and opportunities awaiting us in 2019, which requires your continuous hard work and commitment to achieve.



Abdulhakeem Ahmed Al-Senan
Manager, Human Capital
Development Department

Do we need to benchmark?

"It is also a powerful indicator for continuous improvement"

Many companies consider benchmarking as a tool to identify the “how and what” of measuring their performance against different companies. It is actually utilized to compare those companies with each other according to a common standard. The aim of course, is to gain knowledge and to advance the company in becoming a pacesetter in the industries.

The purpose of benchmarking is to allow different participating companies to focus on their strength and weakness. Also to compare the results with other pacesetters. This will increase their position within those industries. The process of benchmarking is so rigorous and may require involvement in different fields to initiate a certain methodology to search best in class, and finally to implement.

There are many benefits when performing benchmarking:

- Measure and compare organizational processes with other competitors.
- Learn from industries and competitors
- Search for performance gaps
- Look for opportunities to enhance and grow

Benchmarking is an investment tool and cost effective if applied correctly. It is also a powerful indicator for continuous improvement. At the end, the result of benchmarking will definitely add value toward enhanced performance management of the company.





Ondrej Spala

Potable Water Department Manger – MaSa

Seawater Reverse Osmosis Plant #4 Performance Guarantee Test

Marafiq and MaSa celebrated the successful completion of the Performance Guarantee Test (PGT) of Seawater Reverse Osmosis Plant #4 (RO4) that was conducted between 10-24 August 2018. The plant was able to meet its contractual requirements in terms of capacity, quality, chemical and power consumption.





Marafiq CEO and MaSa EGM attended the celebration that took place in September 2018, in addition to representatives from different departments in Marafiq and MaSa.

The successful outcome of the PGT is a result of over one year joint effort of all concerned project stakeholders, and the implementation of defined recovery plan. The recovery plan focused on the plant equipment's reliability improvement, membranes replacement, defective butterfly valves replacement, completion of RO4 staff organization and associated trainings, and development of SOP's, instructions and procedures. In addition to the Cleaning in Place (CIP) for membranes, and the corrective and mitigation actions to the QHSE related risks.



Ultrafiltration (UF) & RO Racks



RO Construction



Dissolved Air Flotation (DAF)

Engaging with our customers on Social media



Saeed K. Al Abdullah
Corporate Communications Manager

If there is one thing that we have learnt during our time on social media, it is that our customers truly appreciate our online efforts in providing collaborative support in resolving or addressing any issues. Social media, especially Twitter has become a common platform for our customers to engage with us. It has also helped us to hear more of our customer's voices, specifically in listening to their issues and discussions. This has helped us to build stronger relationships through engaging with our online customers.

We have been working in collaboration with Royal Commission, Marafiq's Customer Relations Department and MaSa to support our customers and resolve matters that they have brought to our attention. This collaborative

approach has helped us to quickly address and resolve customers concerns. We have also provided our customers with an e-Services application, which has proved to be a great tool that allows our customers to track the progress in resolving their individual issues.

We are very proud that our social media followers are growing month-on-month; this helps us to keep our customers up-to-date with Marafiq's latest developments and news. We encourage our employees and customers to comment, like or share our posts so that we can further increase our engagement with our followers.

"We encourage our employees and customers to comment, like or share our posts"

If you have not yet viewed our social media accounts, simply search for "Marafiq Official"



Customer Relations

As the Customer Relation Department, we are committed to Marafiq's core values and one of the core values is to be customer focused. Hence we launched our e-Service Marafiq portal this year with over 13,000 registered users so far, those customers can benefit from the portal, by viewing their invoices, compare their invoices with others, and other useful tools. One of the significant benefits to Marafiq is that the e-Service has reduced the cost of postage, couriering, printing and stationery.

Moreover, our team in industrial coordination managed to approve two new customers in Ras Al-Khair, which consists of one primary and one commercial customer. Also our team in billing managed to setup and enhance our billing by adding quality control checks, which means during the analysis many parameters will be checked, for example but not limited to meter level of consumption, meter test certificate, etc. This control reduced customer complaints by 25%.



Bandar Mohammed Al-Khaldi
Sr. Coordinator, Customer Support
Jubail Department

MARAFIQ
e-services

Services Related

- Request for new connection
- Request for Truck Fills
- Transfer ownership
- Update your information / Register as Tenant
- Be in Touch with Marafiq

What Is Social Engineering?

Mubashir Bashir | Information Security Specialist



Social engineering is a psychological attack where an attacker tricks you into doing something you should not do. The concept of social engineering is not new; it has existed for thousands of years. Think of scammers or con artists, it is the very same idea. What makes today's technology so much more effective for cyber attackers is you cannot physically see them; they can easily pretend to be anything or anyone they want and target millions of people around the world, including you. In addition, social engineering attacks can bypass many security technologies. The simplest way to understand how these attacks work and protect yourself from them is to look at two real-world examples.

A common example is an email attack called CEO Fraud, which most often happens at work. This is when a cyber-attacker researches your organization online and identifies the name of your boss or coworker. The attacker then prepares an email pretending to be from that person and sends the email to you. The email urgently asks you to take an action, such as conducting a wire transfer or emailing sensitive employee information.

Another well-known example is about Eiffel tower, which was sold by a con artist known as Victor Lustig.

It was 1925 and Victor Lustig was sitting in his Paris hotel room reading a newspaper article about the Eiffel Tower. That gigantic structure had been built for the 1889 Paris World's Fair and was meant to be dismantled in 1909. But because of its height, it was used as a radio tower and came in very handy for listening in on the Germans during the First World War. Now, however, it was rusting and in need of expensive repairs and maintenance. The article said the State was having difficulty finding the money for its upkeep, and the journalist ended by asking whether it might not be better to just sell it.

Victor's eyes lit up. That was it! He would sell the Eiffel Tower! Never mind that it didn't belong to him – that was just a minor detail. He had been looking for his next project and this was perfect.

However, that game was starting to bore him. He was looking for something new and exciting – and selling the Eiffel Tower was just the ticket. He went right to work. He got some stationery printed that appeared to be from the Department of Post, Telegraph and Telephone, the government department in charge of public

buildings. Then he got himself a fake ID. He sent invitations to the top five iron salvage companies in Paris advising them that they had been given the honor of bidding on an important government project. They were invited to a meeting at the Crillon Hotel, which had a reputation as a place where diplomatic and political deals were done. It all looked very official.

On the appointed day, the five company representatives arrived. Victor gave a convincing presentation, reiterating the well-publicized condition of the tower and the problem of maintenance and upkeep costs. Because of this, he said, the government had no choice but to dismantle and sell the tower. However, it was a potentially controversial action and required the utmost discretion. All parties agreed to keep the government's secret.

After treating them to lunch, Victor put the five candidates in a limousine and took them to the tower for a look. A crew of workmen happened to be there measuring and assessing the tower for paint and repairs. But that posed no problem for Victor who told his bamboozled band the crew was there to make preparation to dismantle the 7,000 tons of iron. He flashed his fake ID at the entrance and took his group directly in to inspect the merchandise. He told the men time was of the essence and he would expect their bids the next day.

In Victor's years of scamming people, he had learned to read them pretty well and he had identified his victim almost immediately. He chose André Poisson. Mr. Poisson was unsure of himself but anxious to make his mark in Paris industry. When Mr. Poisson came in for his second meeting, he confessed that his wife had some doubts and he wasn't sure if he should go ahead with the bid.

Victor decided to put Mr. Poisson at ease by taking him into his confidence. He confessed that he was just an underpaid government employee. He entertained important clients in luxury, but in fact, he needed a bit of extra cash and if Mr. Poisson could add just a bit of extra padding, Victor could guarantee him the contract. Since Mr. Poisson knew that government officials were corrupt and that a con man would never



ask for a bribe, he was convinced that all was legit. Mr. Poisson (whose name means "fish" in French) took the bait – he paid the asking price plus the bribe.

As soon as Victor got his suitcase full of money, he was on a train to Vienna. There he watched the newspapers every day expecting to see his name and his masterful scam on the front page. He waited and waited, but there was nothing.

When poor Mr. Poisson had gone to the Post, Telegraph and Telephone headquarters with his bill of sale to ask when the tower would be dismantled, they laughed him out of the office. He was so embarrassed about being duped and so afraid of ruining his reputation in the city, that he didn't mention it to anyone else – not even the police. When Victor realized what had happened, he headed back to Paris to resell that tower by applying same process. But this time victim reported and he got arrested.

Keep in mind, social engineering attacks like these are not limited to phone calls or email; they can happen in any form, including text messages on your phone, over social media, or even in person. The key is to know what to look out for--you are your own best defense.

Source: SANS, wikipedia

Employee Engagement Critical to Organization Success



Homoud Sulaiman Al-Zamel
Manager, Human Relations &
Benefits Department

Employee engagement is an ever-growing topic, and an issue leader's face on a daily basis. In a Gallup report recently, an estimated 85% of employees across multiple sectors and regions around the world share they do not feel engaged on the job. Engagement at work fades and flows for several reasons, but the harsh reality is that these statistics have a direct impact on the bottom line of many companies. Research shows that employees who are less engaged are less productive each day, leading to reduced profitability for businesses.

Engaging an employee does not cost you much but disengaged employee can cost company substantially. Engaging an employee is not always about "engagement initiatives" aimed at providing external motivation at the cost of financial expenses. The biggest leadership challenges is to create an environment that taps into intrinsic motivation of people. An ecosystem of human engagement is created when leaders at all levels understand the basic drivers of human engagement – the need for trust,

the need to have a hope, the need to feel a sense of worth, the need to feel competent and the need for professional growth. Leaders who can build trust through integrity and results, who can mentor and coach others, who can develop people, who can clarify the meaning of the work people do and build a positive influence are the one who helps in creating sustained engaged culture.

Apart from human intervention, any progressive organization would require to lean heavily on technological intervention as well to motivate and engage employees. Like any other progressive organizations, technology has come leaps and bounds over the last few years for Marafiq, making it easier for businesses to operate efficiently over time. In the domain of HR, new technology solutions are creating work environments that are not only beneficial to HR and company leadership but employees as well.

Need for Employee Engagement:

- Retain productive and talented employees
- Reduce attrition rate
- Replacing an employee can cost company more

- Increase organizational performance
- Disengaged employees disrupt creativity and collaboration
- Increase employer branding
- Attracting talent would become easier

Finally, improving employee engagement won't happen overnight and will look different for every business. Continually measuring employee sentiment will help you better understand what areas to take action on and how to make the biggest impact. Leaders at all levels should have the unique ability understand the sentiment and aspirations of employees and balance it with strategic corporate goals. When employees are authentically engaged, it leads to productivity, profitability and, more importantly, a team of workers pursuing the company's vision and goals with vigor and enthusiasm every single day.

"Appreciating the importance of engaged culture as a strategic goal, we at Marafiq listed it as one of our Key Focus Areas"



PDP Enhancement Plan

Ahmed Khleawi Al-Khleawi
Manager, Human Capital Development

As part of building a strong national workforce to drive Marafiq's vision forward. The Human Capital Development Department continues to successfully promote the Professional Development Program (PDP) to recruit and develop new Saudi employees who have recently graduated with a university degree.

The philosophy of this program is that leadership occurs at all levels and that the optimal learning occurs through on-the-job coaching and development supported by experienced staff in the same department as the PDP's target position.

Within the Marafiq Family, we see the PDP's as our younger brothers who want to work with us and learn how to make a contribution to the future success of our company. PDP's represent the next generation of Marafiq and this is why the program is such an important part of our talent management strategy.

Each PDP receives a series of training courses and on-the-job work assignments as part of a structured

Individual Development Plan (IDP) in order to transfer experience, skills, and competencies from experienced Marafiq employees to our new graduates.

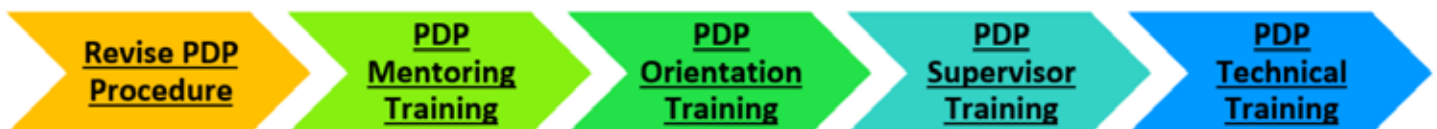
Through challenging assignments, training, mentoring and career development, Marafiq aims to build tomorrow's leaders from today's PDP participants.

The program provides an effective talent pipeline of fresh Saudi graduates to meet the future leadership requirements of our company.

Marafiq's PDP has been running for over 10 years now and has enabled 137 young Saudi graduates to become employees. Many ex-PDP's are still working for Marafiq and most of us know at least one ex-PDP. Some ex-PDP's have now reached junior management level and their achievements provide an excellent example of how successful the program has been. The Human Capital Development (HCD) department works closely with HR & Benefits to manage the PDP process, in consultation with Department Managers and with the leadership support of the company's Executive Management Team (EMT).

Even though PDP has been a success story in Marafiq, we are committed to continually improving the program and in January 2018 HCD conducted a PDP Feedback Survey with PDP's their supervisors and managers. The response rate was very high and the feedback provided was used to identify a number of areas for improvement. In addition to the PDP Feedback Survey, the company's President & CEO also met with PDP's in Yanbu and Jubail to discuss the program. Based on all of the feedback received from both the survey and CEO meetings, HCD developed the 5-point PDP Enhancement Plan which is planned for completion by the end of 2019 (as seen below).

The company's Executive Management Team (EMT) is actively monitoring progress of the PDP Enhancement Plan and has appointed the GM, Technical Asset Management (TAM) to be the company's PDP Sponsor at executive level. In response to the feedback received in the PDP survey and CEO meetings plus a period of consultation with all departments, HCD has now updated the PDP Management Procedure (MHRP-1-HD-032) which includes a number of key changes.



5-point PDP Enhancement Plan

| # | Change to Procedure | PDP Enhancement Achieved |
|----|------------------------------|--|
| 1 | RACI Matrix | Clear roles and responsibilities for all 10 key PDP activities |
| 2 | Requirements Planning | Ensure PDP allocation is effective and supports Saudization |
| 3 | Target Position | Accurate training needs analysis & motivation for PDP's |
| 4 | Recruitment/Selection | Less intimidating process using smaller PDP Committee |
| 5 | Company Orientation | Better PDP understanding of corporate/business processes |
| 6 | Technical Orientation | Ensure PDP understanding of end-to-end technical processes |
| 7 | Performance Review | Review panel to set ratings for final approval by GM, HR&S |
| 8 | Rotation Checklist | Ensure rotations are effectively managed as part of the IDP |
| 9 | Graduation Committee | Confirm readiness of PDP for Target Position or extend program |
| 10 | Mentoring | Support long term career development & well-being of PDP's |

One of the most significant changes included in the revised PDP procedure was the introduction of a RACI matrix to clarify who is Responsible/Accountable/Consulted/Informed for each one of the 10 key activities included within the PDP management process.

| SI | Activities | Responsible | Accountable | Consulted | Informed |
|----|-----------------------------------|----------------|------------------|----------------|--------------------|
| 1 | Requirements Planning | HCD | GM,HR&S/CEO | Host Dept's. | HR&B/Sponsor |
| 2 | Target Position | Host Dept. | HDM/HoF/GM,HR&S | HCD Manager | PDP Supvr. |
| 3 | Recruitment & Selection | PDP Committee | GM,HR&S/CEO | HR&B/HCD | HDM/PDP Supvr. |
| 4 | On-boarding & Marafiq Orientation | HR&B/HCD | HCD | Corp. Dept's. | HDM/PDP Supvr. |
| 5 | Individual Development Plan (IDP) | PDP Supvr. | HDM/HCD/Sponsor | HCD Specialist | PDP |
| 6 | Rotation Assignments | PDP Supvr. | HDM | Rotation Dept. | PDP/HCD |
| 7 | PDP Mentoring | Mentor | HCD | PDP | N/A (confidential) |
| 8 | PDP Performance Reviews (PDP-PR) | HCD/Host Dept. | PDP-PR Panel | Rotation Dept. | PDP/HR&B |
| 9 | Incentives, Promotion & Benefits | HR&B | GM,HR&S | HCD | PDP/HDM/HoF |
| 10 | Transfer to Target Position | Host Dept. | Grad. Committee* | HCD/HR&B | PDP/HDM/HoF |

In addition to all of the on-the-job training provided by their host department, PDP's will now receive Mentoring support from experienced Department Managers, Section Heads, Superintendents who have volunteered to become Mentors and received special training. Each PDP will receive a monthly Mentoring meeting aimed at supporting their long-term career development and well-being by sharing with them the wisdom from an older, more

experienced colleague who is willing to.

However, the success of our PDP's depends on the level of support provided from our experienced employees, PDP Supervisors and Managers – the commitment of these key stakeholders is the critical success factor for ensuring that every PDP successfully completed

their development program and joins their host department a full-time employee, part of the Marafiq family.

We should all be proud of our PDP's as they show a strong commitment to Marafiq, working hard to learn new skills and gain valuable experience so they can make a positive contribution to the future of our company.



Tawasul

KFA3-WIG 1

(Improve Communication)

WIG OWNER

Samawi Al-Shammary

Manager Asset Strategy, Planning And Standards

Being a KFA3-WIG Leader, I am proud to communicate with you about our WIG and its Objectives and Achievements.

The main purpose of K3W1 is to enhance the communication at company-wide which would lead to better collaboration and indeed, results in more-productive team overall. Effective internal communication helps ensure that all members of the organization are working collaboratively

towards a common goal. It develops a cohesive culture and empowers employees to make the right decisions in line with the organization's goals. The concept of this WIG was first formulated in 2017 with its first campaign received tremendous progress and accomplishments. With this motive, 'Improve Communication' was regarded as the main key focus area for the company in 2018.

How effective communication help Marafiq:

Effective communication is critical to any organization and can help it in many ways. In fact, communication plays a role in product development, customer relations, and employee management - virtually every facet of a business' operations. Employees are a key audience because they often serve as the conduit to other audiences.



Clear Expectations

It helps to establish clear expectations for employees as it will convey how their performance will impact the company and give them an indication of what they need to do to achieve positive feedback.



Strong Relationships

It builds strong relationships and removes communication barriers. Trust and loyalty are key factors in any relationship and both are boosted by communication that is focused on meeting individual needs, conveying important information and providing feedback - positive and constructive.



Ideas and Innovation

It open channels of communication which can lead to new ideas and innovation in a number of areas. Employees that understand what's important to their companies can focus on making improvements and spotting opportunities for innovation that can help further success.



Strong Teamwork

It will lead to strong teamwork and the ability for employees at all levels of the organization to work together to achieve company goals and many more.



Tawasul workshop attended by Managers/Supervisors at Marafiq beach Camp, Jubail
KFA3-W1 has completed 14 workshops in Jubail/Yanbu and received a tremendous response from the attendees.



Strategic Thinking: Marketing of Marafiq's Utilities Services in Competitive Business Environment

Dr. Zulfiqar Bashir

Lead Specialist, Opportunity Evaluation
Business Development Department

Utility companies - water, power, gas - have relished mainly captive customers' base for several years. Today, the utility companies are facing new challenges in the competitive business environment, such as; potential deregulation, smart meters, and stringent environmental regulations. Even more, water and wastewater utilities are following gas and electric utilities into the era of investor ownership, developing unregulated subsidiaries, in a number of cases privatizing completely. Under these circumstance, it is imperative for Marafiq to develop and offer utilities services, and use market forces to maintain and increase its market share through focusing in new ways on customer needs and preferences by; customer-centric and using marketing as a tool to demonstrate its commitment to customers. The mission should be to market and deliver reliable, cost-based utilities services. It would improve company's market share in power, water, and gas sector and ultimately achieve financial growth by adopting following strategies;

- Through globalization: assessing how to penetrate and succeed in competitive utilities' sector in the Kingdom,
- Sharing risks and new business opportunities through partnerships and alliances; identifying strategic partners, and redesigning organizational and resource reallocation,
- Synergy and competence optimization with new business models by building capability-

driven organizations, recombining capabilities, developing value networks,

- Customer value creation by promoting and deals initiatives in developing marketing strategies through customer segment analysis, and risk and growth assessment,
- Value building growth through group and corporate strategies; identifying strategic direction, developing and implementing a successful acquisition plan.

For this the strategic role should focus on;



a) Marketing New Business

- Prospect for potential new clients and turn this into increased business.
- Meet potential clients by growing, maintaining, and leveraging network.
- Identify potential clients, and the decision makers within the client organization,

- Research and build relationships with new clients.
- Set up meetings between client decision makers and company's practice leaders/principals.
- Work with team to develop proposals that speaks to the client's needs, concerns, and objectives.



b) Client Retention

- Present new utilities services and enhance existing relationships,
- Work with technical staff and other internal colleagues to meet customer needs,
- Arrange and participate in internal and external client debriefs.



c) Business Hunting

- Attend industry functions, such as association events and conferences, and provide feedback and information on market and creative trends.
- Present to and consult with mid and senior level management on business trends with a view to developing new services, products, and distribution channels.
- Identify opportunities for campaigns, services, and distribution channels that will lead to an increase in sales of excess power and water.

- Using knowledge of the market and competitors, identify and develop the company's unique selling propositions and differentiators.
- Plan and conduct meetings with customers and others on marketing matters.



d) Management and Research

- Identify and analyze marketing alternatives, identify trends, make projections and draw sound conclusions and/or cost effective recommendations.
- Track and record activity on accounts and help to close deals to meet these targets.

In this way, these roles may facilitate the company to enhance its stake in the power and water utilities sector in the Kingdom by;

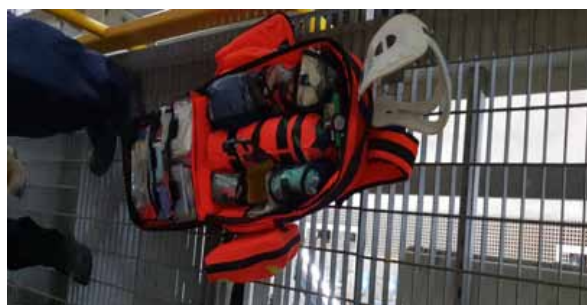
- Employing alternative solutions to source their power and water to avoid investing in peaking plants that operate for only a few hours per year, as well as globally improve the load factor of their assets.
- Selling any additional throughputs to the customers,
- Offering new services such as specialized / designer water to the customers and improve customer loyalty and satisfaction.
- Being reliable market player that provide fast and dependable operating reserves (ancillary services) and capacity to meet imbalance and congestion issues, and to balance intermittent generation.

Marafiq's Sadara SWRO successfully conducted Rescue Drill with Sadara Emergency Response Team at Sadara, Jubail-2



Abdulhafeez Jamali
Sadara SWRO O&M/New Ventures Department.

Marafiq's Sadara SWRO successfully conducted "Work at Height Rescue Drill" with Sadara Emergency Response Team on June 27, 2018 at SADARA SWRO, Jubail-2. This drill was managed by Marafiq's O&M Contractor SIDEM and Sadara Rescue & Medical Team.





Quality is Free

Hattan Hadhari
Project Engineer – Projects engineering department



“Quality is free. The un-quality things are what cost money” said by Philip Crosby.

Industries, services, production lines, & operations could have many different shapes of hidden costs. Poor quality is responsible for frighteningly huge losses of money resulting from process deficiency, poor performance, delays, or defects. The concept of quality has been recognized over the years to revolve around the inspection of produced items to remove defected ones. ‘Reactive approach’. However, market competition, product improvement, & customer satisfaction derived the industries to develop a broader concept of quality. What is a concept with a proactive approach aiming for continuous improvement and is so comprehensive to focus on all potentially deficient points at different levels.

That is, **Total Quality Management (TQM)**.

One great example of TQM application within Marafiq which clearly sets an exceptional model of strategic planning is organizational restructuring. This does not only reflect the management’s advanced maturity level, it also works towards

achieving staff optimization in line with the kingdoms 2030 vision.

Another remarkable example is developing Projects Execution Strategy aiming towards accomplishing projects successfully on time within the allocated budget at the highest quality levels.

The question is,

Whose responsibility is it to implement TQM?

Well, **T** stands for **total**. Meaning, in order for TQM concept to succeed, everybody in the organization has to be involved starting from the operator level up to the CEO. That is the key of TQM success.

Continuous improvement, one of TQM elements, requires analyzing & examining the process, then identifying improvement actions or ideas. This is best done by employees who are directly in touch with the work process, who will consequently benefit the most from this improvement. **Improvement ideas are priceless. The best idea generator is you. YES, you.**



Sustainable Development

Ahmed Nadeem

Superintendent, Maintenance Sea Water Cooling Department

The theme of sustainable development is related with the challenge of environmental degradation and the goal of achieving inclusive development through sustainable programs.

There would be no exaggeration in saying that serious concern for sustainable development, at the global level came to be shown over the last few decades, when the rate of utilization of natural resources went up very rapidly in the exploitation of natural resources. This concern emanated mainly because of targeting high rate of economic growth in western countries and population growth in the world.

The population of the world reached a billion shortly after 1800. In 1900, the total stood at 1.6 billion and in 1950, some 2.5 billion. In 1987, it doubled to 5.0 billion and by the year 2000 it exceeded 6.0 billion and by 2010, it touched 7.0 billion!

Alarming signals came ringing as the population started growing faster. So long as the absolute population was low and various types of natural resources were available in abundance, there was utterly no apprehension for environmental damage, ecological degradation and sustainability of development. Nobody was worried to protect the resources from decay and pollution. In fact, falling trees was considered a sign of development for too long in human history. Deforestation was synonymous to development. But gradually resources became scarce and the demand went on rising. Moral and ethical values started



declining and consequently sustainable development became important.

Theory and policy of sustainable development are now a very coveted area of research worldwide. Human individuals on the globe live in the natural surroundings. Their economic activities give rise to the development of the economy. Now in order that development remains harmonious, balanced and equitable, the efforts to achieve more must not be regulated by pecuniary interests but by ethical and moral values. As the process of development proceeds, generation of wastes starts and gradually goes on rising. While the absorption or the assimilative capacity of the environment is limited. Now, it is very simple to understand that pollution results when emissions exceed the assimilative or the absorption capacity of the environment. Pollution produces several undesirable effects on the human life and natural resources. This makes the challenge of sustainability most severe.

Environmental concerns provide the foundation for the sustainable development in the new international economic order,

which is marked by globalization and interdependence of world countries. Globalization has led to greater utilization of natural resources and the liberal international trade in commodities and services produced by countries of the world. Social and economic awareness and concern for depleting resources and degradation of environment appear to be a precondition for expecting any sustainability in development based on international trade.

Another guiding principle is that we should not only focus on development for the present generation but also want to leave a better world, with healthier environment and rich resource base, for our future generations. Consequently, sustainable development has now come to receive more attention.

Briefly stated, sustainable development put in the society perspective opines for good living for the future generations and us. It focuses not on 'high consumption', which is untenable, in the long run, but on morally enriched human life, harmonious and peaceful society for the people.



The importance & impact of effective training

Fawad Inam | Training Coordinator, Yanbu

Employees referred as the rare, non-imitable and valuable resource of the firm and the success or failure of any business mainly relies on its employees performance. Thus, organizations realizing the fact are willing to invest in training programs for the development of their employees. Effective training is considered to be a key factor for improved performance; as it can enhance the level of employee and firm competency. It supports to fill the gap between what performance is required and what performance is happening, i.e. gap between desired performance and actual employee performance. Training need referred to any deficit in performance, which can be relieved by appropriate training. There are different methods of overcoming deficiencies in employee performance on job, and training is one of them. Particularly training develops skills, competency, and ability and ultimately improves employee performance and organizational productivity.

Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs. The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only develops employees but also help an



organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace.

Being the intellectual property of the firm, employees proves to be a good source of gaining competitive advantage and training is the only way of developing organizational intellectual property through building employees competencies. Those employees who receive periodical effective training sessions are more able to perform well on the job by increasing the quality of work, hence achieving organizational goals and gaining competitive advantage.

Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. Training is considered as that sort of investment by the firm that not only bring high return on investment but also supports to achieve competitive advantage.

The main objective of every training session is to add value to the performance of the employees, hence all type of businesses design training and development programs of their employees as a continuous activity. Purpose of training is what employees would attain after experiencing the training program. Some

of the organizations plan and implement the training program for their employees without identifying the purpose and objectives and without knowing what the knowledge, skills and abilities employees would learn at the end of the training program and whether they will be able to attain performance targets on job. Therefore, firm must design the training program with clear goals and objectives while keeping in mind the particular needs of both individual and the firm.

Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives. Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance. The research affirmed the proposition that training has a positive impact on employee performance.

We can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employees job related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals.



A Nonconventional Concept of Modern Engineering

Ghazi Ozair

Specialist, Demand Forecast & Supply Plan Department

When a proportional problem is solved using proportional equation, wherein the coefficient is a constant, the solution becomes very simple. Here lies the beauty of practicing the “laws” of “Conventional Engineering”, which are mostly in the form of proportional equations. But when a nonlinear problem is solved using the same equation, the solution appears a bit complicated because the coefficient in this case is not constant, but a variable, and it is this additional variable which actually complicates the solution of a nonlinear problem. For the purpose of illustration, look at following equations:

$$q = h\Delta T \quad (1)$$

$$q = f\{\Delta T\} \quad (2)$$

$$\sigma = f\{\varepsilon\} \quad (3)$$

$$V = f\{I\} \quad (4)$$

Here, Equation (1) fully represents complying the “laws” of “Conventional Engineering”. When using Equation (1) to solve a problem in which “q” is proportional to “ΔT”, the “h” becomes constant, and consequently the solution has only two variables “q” and “ΔT”. However, if the same Equation (1) is used to solve a problem in which “q” is a nonlinear function of “ΔT”, as usually observed in some physical phenomenon

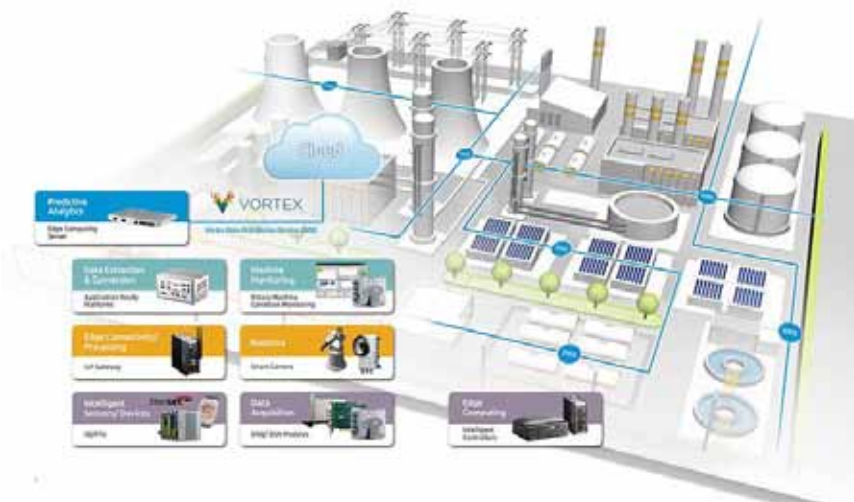


or processes, like natural convection, condensation and boiling, then “h” becomes a variable too; thus making the solution to contain three variables in the same equation, i.e., “q”, “ΔT” and “h”. This additional variable significantly complicates the solution of the nonlinear problems. To solve such problems, the “laws” must be in the form of proportional equations, the coefficients abandoned and replaced by the “laws”, which always contain only two variables, as mentioned in Equations (2) to (4).

The above-mentioned Equations (2) to (4) represent the “laws” or the “Concepts” of the Modern Engineering. The parameter

symbols in Modern Engineering do not represent dimension, but the numerical value. Hence, the Equations (2) to (4) are dimensionally homogeneous. As an illustration, the Equation (2) above states that the numerical value of “q” is a function of the numerical value of “ΔT”. If an Equation is quantitative, the dimension units of the parameter symbols need to be itemized in the associated nomenclature.

The Modern Engineering is very vast subject and its theories and mathematical models are very interesting thereby providing new grounds for Engineers to resolve the challenges and issues encountered in “Conventional Engineering”. Recently a famous academician, Eugene F. Adiutori, has exceptionally discussed such new concepts in detail in his latest book “The New Engineering” [1], which is worth reading and beneficial for young Saudi Engineers.



Reference:

[1] The New Engineering by Eugene F. Adiutori, Edn. 2017, Ventuno Press, 1094 Sixth Lane N., Naples, FL 34102, USA, ISBN 978-0-9626220-4-5.

Smart Manufacturing



Karthikeyan Krishnamoorthy
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Smart Manufacturing as the intelligent, real-time orchestration and optimization of business, physical and digital processes within factories and across the entire value chain. Resources and processes are automated, integrated, monitored and continuously evaluated based on all available information as close to real-time as possible. The time is now for manufacturers to move into a digitally connected future. “This should not be viewed as a daunting Task but rather as a natural move of the cheese, “In fact, evolution is already happening as companies strive to keep up with the fast pace of technology innovation and re-envision the future.”

Smart manufacturing certainly includes the smart, connected digital factory. Plant floor software such as manufacturing execution systems (MES) or manufacturing operations management (MOM)—including WIP, track and trace, scheduling, maintenance, quality, and more—must evolve to support the digital factory as well.

Some of the questions from manufacturers and discussions around the smart connected factory include:

Is there a business case for adding sensors and IoT (IoT means it enable data transfer between software, and provide access capabilities. ... IoT software consultancies support the development of data analytics, visualization solutions, and platforms, as well as integration into embedded systems) older equipment in the plant?

Companies are finding that with prices coming down, they can begin to experiment and see what data is useful before deciding on the long-term plan. It’s clear that software must evolve to meet new needs. However, there is debate about the specific architectures digital factories need.

Is there a business case for adding sensors and IoT to older equipment in the plant?

Companies are finding that with prices coming down, they can begin

to experiment and see what data is useful before deciding on the long-term plan. Is there a business case for an IoT platform in the plant? How does it integrate into existing systems. It’s clear that software must evolve to meet new needs. However, there is debate about the specific architectures digital factories need.

Smart manufacturing involves new ways of working across the supply chain to connect suppliers, distributors, outsource partners and others as a seamless operation. It also requires better data continuity through the product and production asset lifecycle—from concept, to manufacturing, to use in the field, to repair or refurbishment, to the recycling of materials.

New analytics systems can utilize the massive amounts of data now industries are creating to improve the plant, supply chain, product design and how we run the business. Many manufacturers have already found ways to accelerate improvement using forward-looking analytics approaches.





National Day of Junk Food

Walid Saleh Al-Fashkhi

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Actually, it is a dedicated annual day for people who already stopped eating junk foods to eat them freely without feeling guilty. As a fact, junk food refers to a formal term of food that has little nutritional value and often high in fat, sugar or calories with little of protein, vitamins or minerals. The most attractive feature of it is its taste. In addition to that, it is easy to carry, purchase and consume. Generally, a junk food has a very attractive appearance, flavor and texture. These could be happen by adding food additives and colors to them. The common examples of junk foods are beef burger, french fries, softdrinks, candy, and cinema popcorns.

Is it harmful to our bodies?

Yes, in this article, three effects which are lack of energy, poor concentration and heart diseases will be addressed. As far as lack of energy, it is well known as a short-term effect resulting from eating junk food. Because junk food don't provide the body with essential

nutrients, even though they can be very sufficient, the person feel weakened.

The second result of junk food habit is poor concentration and this affect in a medium term period. Actually, over sustained periods of junk food eating, brain cells will have lack of vital oxygen, nutrients and proteins temporarily. That is way a person who has a junk meal rich in oil, feel Drowsy and Fail to Concentrate.

The last, fat accumulation requires the heart apply a continuous extra effort to pump the blood through the body. Eventually, at the end of this continuous operation will lead to heart fatigue. Anyhow, junk food is convenient, marketed aggressively, cheap to buy and hard to resist. Consequently, people get to junk food addiction.

Accordingly, here some useful tips to avoid them:

1. Eliminate any temptation at home by clear out all the junk food from your cupboards. Also, let

the whole family get to work on that.

2. If you eat healthy food at home, you won't feel so bad when you eat infrequently fast-food meal or candy bar.
3. Identify those times of the day when you're most ready to a junk-food attack. Then, prepare ahead of time by having healthy and tasty alternatives.
4. Finally, avoid situations that may encourage a junk food attack, like sitting in front of the television all the evening.

In conclusion, fast food which the most common example of junk food is increasing world wide. However, fast food chains have come under criticism over concerns of health and cultural degradation. As it shifts people eating patterns away from traditional foods. Therefore, people concerns for diet, weight control and general health are growing. Even some government agencies are recommending that people to eat more healthy and natural snacks such as fruit, vegetables and nuts while avoiding high-calorie, low-nutrient junk food. At last, if someone has promised his wife or his family to go over to arestaurant, **please don't forget its bad effects and remember there is always a National Day of junk food.**

National Junk Food Day

July 21st



Biomass Energy



Rodelio N. Concepcion
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Maintenance – Yanbu

Biomass is organic material that comes from plants and animals, and it is a renewable source of energy. Here are a few examples of biomass and their uses for energy:

| | | | |
|--|--|---|---|
|  <p>Wood and wood processing wastes</p> <p>Burned to heat buildings, to produce process heat in industry, and to generate electricity.</p> |  <p>Agricultural crops and waste materials</p> <p>Burned as a fuel or converted to liquid bio fuels.</p> |  <p>Food waste in garbage</p> <p>Burned to generate electricity in power plants or converted to biogas in landfills.</p> |  <p>Animal manure and human sewage</p> <p>Converted to biogas, which can be burned as a fuel.</p> |
|--|--|---|---|

Converting biomass to energy

Solid biomass, such as wood and garbage, can be burned directly to produce heat. Biomass can also be converted into a gas called biogas or into liquid bio fuels such as ethanol and biodiesel. These fuels can then be burned for energy.

How much biomass is used for fuel?

Biomass fuels provided about 5% of total primary energy use in the United States in 2017. Of that 5%, about 47% was from bio fuels (mainly ethanol), approximately 43% was from wood and wood-derived biomass, and 10% was from the biomass in municipal waste. Researchers are trying to develop ways to use more biomass for fuel.



A Walk Down Memory Lane!

Sasindran Ayadakandiyil Kacheri
Lead Engineer, Mechanical Technical Services – Yanbu

I happen to be amongst 40 odd professionals (mostly engineers) Marafiq recruited in early 2003 immediately after its formation. We were part of Engineering Dept. (now TSD) where Sultan Ruhaili (now VP-Projects) was the Manager and Mohammad Mandili (now General Manager-Yanbu-II) my immediate superior. It so happened that after a couple of months, one fine morning Mr Mandili informed me that, as part of evaluation of the assets got transferred from Royal Commission (RC) intends to know the peak capacity of the Steam Power units 1- 3 (unit#4 was then undergoing pre-commissioning) and then queried me whether I could undertake the task of carrying out a Capability Test.

To me the query elicited mixed response - between getting an exciting opportunity to do something which, till that time I had not undertaken and, for the same reason, whether I might do some goof up and invite 'trouble'! But on second thought I realized - having already logged 15 years in consultancy by then - I had enough knowledge on steam-water cycle performance. Once I gave go ahead to Mr Mandili, I requested a couple of days to prepare test formats (about 150 readings across both UCS and Local). He agreed and went about scheduling the test. On my part, I started digging into past records and test reports.

Finally the test was scheduled for one mid-morning. Under Mr Mandili's watch and support of operation staff, I took charge of the test logistics and kept separate consoles for all potential 'trouble spots' in a capability test (drum level, vibration etc). Field crew was assigned for local readings. The test started with taking reading for the rated capacity ie: 127.5 MW. We increased the load steadily by 0.5 MW and once stabilized took readings of both UCS and local gauges for each step. The readings ran across the entire steam turbine cycle heat and mass balance parameters -from turbine inlet to boiler outlet thru condenser and the array of heaters as well as fuel and air-flue gas systems. Also for each set, we also took aggregate power consumption of the unit auxiliaries (pumps, fans, etc).

It so happened that once we reached about 129.5 MW it was already afternoon and operations did not allow us to increase the load further apprehending loss of unit during the peak hour of demand (~3 PM). So Mr Mandili and me were forced to suspend further test for the day. We returned next day early morning and carried on from where we paused earlier. Once the load reached 130 MW, it showed feed water control valve was seen FULL OPEN which indicated no further load increase feasible.

Here, for sake of information, it needs to be mentioned that the capability of the unit can have restrictions coming from either steam -water circuit (like Feed water control valve becoming fully open), Air and flue gas side (any fans reaching limits) or from fuel side. Restrictions can also come from limits from vibrations and drum level.)

We thus completed the test and returned. Later that day we came to know our Manager was watching the progress of the test in between thru the console provided in the Engineering (now TSD) office.

Then followed two weeks of extensive analytical work (calculations) for generating Heat and Mass Balance Diagram (HMBD) simulating all relevant parameters based on the readings. Here it needs specific mention that generating HMBD is an excruciating process as it needs recurring iterations since many parameters do not have direct readings and needs to be obtained by 'working around' the related parameters. (devoid of any software that time, I had to do it all manually).

Now when I recently returned to Marafiq (after 13 years) perhaps the first major news I heard was the units 1-3 are getting scrapped. My heart almost missed a beat since those were the units I was closely involved those two years (2003-2005) and many nostalgic moments still cross my mind. By the way, many of those with whom I had regular interactions during those formative days of Marafiq are now seen holding executive positions. Another testimony to the cliché 'Time flies fast'.



Time flies fast

What goes up – must come down (Gravity concerns)

Shihab Mohammed Ahmed Yaar
Specialist II, Safety YI Industrial Security Yanbu



What caused Galileo's apple to fall to the ground would, for certain, may cause a hammer someone is using in a high place to fall on his peer's head or foot.

In a worse scenario, the person working at height may fall himself to the ground. Those examples and others are evidence of the scientific principle of gravity.

In brief, two key gravitational hazards we face are:

- 1-Being struck by falling objects
- 2-Falling from a height

To prevent hazards from falling objects:

- 1-Safety helmets and safety footwear must be worn.
- 2-Tools and equipment at height must be secure at all time.
- 3-Tools and equipment must not be thrown to the worker working aloft. A suitable tools must be used for this purpose like rope.
- 4-Care should be taken not to drop any equipment from height.

To prevent falls from height:

- 1-It is a requirement that full body harness must be worn and connected at all time when working at height.
- 2-Full body harness should be checked before climbing to ensure they are in good working condition.



Interview with Abdulhameed Al Khaldi



Domestic Water Treatment Site (TP9) Operator

When did you join MaSa?

I joined MaSa in 2012 as an Operator at TP9. Over the last 5 years, I moved in different operations positions at TP9, and I currently work in Stage 5 Sludge Dewatering Building.

Why did you decide to join MaSa?

I heard from a friend that MaSa, which was relatively a new company at that time, is a reputable company and the work environment is very good, so I decided to apply for the job.

What did you add to MaSa and TP9?

I worked as a firefighter in the past, behavioral safety has always been part of my everyday activity, including what I do at work. I constantly talk about safety issues with my colleagues, and remind them of the importance of following the safety rules at all times; and encourage them to report unsafe behavior through the proper channels.

What did MaSa provide you with in the last 5 years?

MaSa provided me with continuous support by offering training (on job or classroom through Marafiq Water Academy to learn the wastewater treatment process and basic maintenance skills, in addition to safety and environmental training. I also receive continuous support and advice from my local management team about my career and future development to prepare me for the next career moves.

Where do you see yourself in the next 5 years?

My plan in the next few years is to get a higher degree whilst continue working in MaSa, and my aim is to become a Shift Charge Supervisor at TP9.

What motivates you?

My motivation comes from providing a good life for my family and myself, and knowing that I can achieve that through hard work and strong commitment.

Interview with Khalid B. Takroni



Sanitary Wastewater Treatment Plant
(TP9) Superintendent

When did you join MaSa?

I joined MaSa in March 2015 as a maintenance Supervisor at TP9. I was promoted as TP9 Maintenance Lead Engineer in October of the same year, and was promoted again to the Superintendent role for the site in June 2018.

Why did you decide to join MaSa?

I joined my previous company as a Technician and worked my way up in different positions until I became a Section Head. I also continued my higher education whilst working and got my bachelor degree in Mechanical Engineer. Following my long career, I needed a new challenge in a new place where I could use my skills and experience to grow and to leave my own mark. MaSa was (and still is) the right place for that.

What did you add to MaSa since you joined the organization back in 2015?

I believe that one of the main things I added to MaSa is changing the way we work in the wastewater industry. I am a big advocate of the industry which is similar to many neighboring industries with its demands and challenges, and I believe that a lot of young Saudi Engineers, Technicians and Operators can have successful and prosperous careers in this industry. As for the teams I work with at TP9, I improved the sense of responsibility between the team members, and the sense of belongings. I also removed some of the invisible boundaries between the teams within TP9 and created a big and proud team who is happy to tackle any challenge.

Tell me about some of your main achievements at TP9

Working at TP9, gave me the opportunity to be part of many major achievements on the site, but some of our big achievements in the last couple of years are:
Overhauling of Stage 2 & 3 Aeration Tanks. This activity would have been carried out by an external contract but was carried out by our the

local TP9 maintenance team.

Overhauling some of Stage 5 Inlet Screens by TP9 maintenance team.

Rehabilitation of Stage 2 and 3 Pressure Filters. This activity was carried out with partial support of an external contractor in order to gain the skills to rehabilitate all of Stage 5 filters in 2019.

Rehabilitation of Stage 1 Lagoon 4 diffusers.

In addition to that, I started training the site Operators to gain different skills in operating all equipment on site through site rotation instead of focusing on one part of the plant only. Furthermore, most operators have been trained to carry out first line maintenance, such as greasing and oiling, on some equipment as part of an initiative to increase their basic maintenance skills (multi-skilling).

What motivates you?

To see the growth of Marafiq and MaSa, and the opportunities it will bring to my career and the careers of my colleagues and peers.

Where do you see yourself in the next 5 years?

I definitely see myself staying in MaSa for more than 5 years, and my goal in MaSa is to become the General Manager for Operation and Maintenance.

What do you do in your spare time?

I have a young family and like to spend all my spare time with them. I also like sports especially football. I was the coach for Mecca Football Team, one of the teams that took part in Marafiq football championship 2018.



Marafiq Football Championship

The 2018 Marafiq Football Championship was successfully organized by the Sports Activities Committee from September 9 to October 2, 2018 for Yanbu Employees at Radwa 3 Stadium, Royal Commission Area in Yanbu and from September 16 to October 14, 2018 for Jubail Employees at Jubail Technical College.

The Chairman of the Sports Activities Committee for Jubail and Yanbu was Saeed Al-Abdullah, Corporate Communications Manager. Yanbu committee was represented by Marwan Al-Deeb and Abdullah Al-Ruwaily who oversaw the Jubail Sports Activities Committee.

Nine teams participated for Jubail and ten teams participated for Yanbu.

Tournament Highlights:

- Opening Ceremony in Jubail on October September 16, 2018
- One of the greatest games was when the Management Team led by the President and CEO played against the Sports Activities Committee
- During the final match, employees children played.
- Prizes were awarded during each game

The championship offers a number of prizes for top scorers, best goalkeepers, model teams, and a number of other daily prizes was awarded to the audience by raffle draw during each match.

Chairman Mr. Al-Abdullah said, "the objective of organizing this championship is not only to conduct a competition, but to create an opportunity for employees from different departments to meet each other for the event, thereby enhancing personal and social relations among Marafiq family."

For the first time, a team from the Executive Management Team participated in the tournament during the opening match in Jubail.

The committee received a lot of feedback and suggestions from everybody during the tournament and the committee will incorporate some improvements in the next tournament.









NEVER ENTER WITHOUT A PERMIT TO WORK-PTW



CONFINED SPACES CAN BE FATAL

