

The Kuwaiti Digest



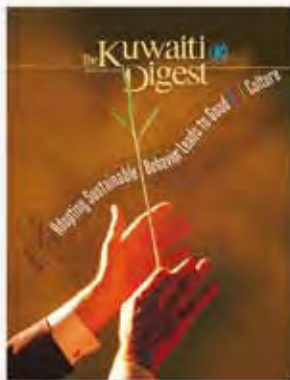
April - June 2008

Adopting Sustainable Behavior Leads to Good HSE Culture



The Kuwaiti Digest

April - June 2008



The Kuwaiti Digest is a quarterly magazine published by the Kuwait Oil Company (K.S.C.) since 1973.

The Kuwaiti Digest invites newspaper, magazine and trade journal editors to reprint or otherwise make use of articles or illustrations appearing in this issue. Material should be credited and a copy mailed to the Kuwait Oil Company.



Produced by
Al-Assriya Printing Press
Publishing & Distributing
Co. w.l.l.

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Khaled Madhi Al-Khamees
Deputy Managing Director
Administration and Finance

As 2008 progresses, KOC continues to maintain its focus on the 2020 Strategy. This commitment can be vividly demonstrated by the recent accomplishment of 30 million safe man hours in the Facilities Modernization Project; a truly remarkable achievement. The ambitious change of KOC from a cost center to a profit center, also central to the 2020 Strategy, was a central theme during the quarter. The change is expected to increase commercial awareness and profitability.

The month of February was a time to celebrate Kuwait National Day and Independence Day with KOC demonstrating national pride with an exceptional three-day celebration in the parks of Ahmadi. March was a green month with the use of the new Kuwait Oasis, the annual Garden Competition, and expansion of the recycling program.

The next quarter will also see progress in the area of exploration and development. Particularly, the natural gas Early Production Facility is set to complete the first stage of development by reaching the goal of 50,000 light product (condensate) barrels per day. Communication of the 2020 Strategy, including the 7 Objectives, will remain an integral part of every employee's function as KOC strives for continual improvement in all areas.

We're Celebrating

30 Million

EVENT

Safe man
Facilities Moderniz
EMP



Mr. Al-Rushaid receiving gift from Mr. Woong-Suk Yoo

Safety Begins With Teamwork



Teamwork, including good coordination and effective communication, is the main reason why SK Engineering & Construction Ltd., working together with KOC and AMEC, achieved the remarkable landmark of 30 million safe man-hours. This project was also remarkable in that it was a brownfield (operating) rather than a greenfield (new) site, with increased dangers such as the presence of hydrocarbons, potential presence of toxic gases and chemical waste, potential infrastructure weaknesses, etc.

To celebrate this historical achievement, representatives from the three companies attended an event at the Hilton on March 12th, 2008. Emphasizing the strong Korean presence in the project, guests were

greeted by colorfully-dressed women in traditional Korean dress (hanbok) and a video of traditional Korean dancing was played during dinner. In addition, Ambassador Keun-Ho Song of the Korean Embassy was an honoured guest. The atmosphere was one of elegance with terracotta colored banners hanging from the walls and matching candles on the tables giving off a warm glow.

The importance of safety was enforced with the showing of a video as the guests took their seats. The Kuwaiti and Korean national anthems started the evening and brought the 250 guests to their feet. Mr. Woong-Suk Yoo, CEO of SK E&C was first to congratulate everyone stressing, "Kuwait Oil Company holds a challenging vision of production

capacity expansion and SK E&C understands our project plays a pivotal role in helping to realize the 2020 Strategy Plan." SK E&C has extensive experience in Kuwait, including the reconstruction of the GC-15 and BS-130 facilities. One of SK E&C's goals is to ensure that its employees return home safely at the end of the day, and as such uses all the necessary resources to keep this promise.

KOC C&MD, Mr. Sami Fahad Al-Rushaid, welcomed everyone and stated, "This is clearly the reflection of your continuous commitment; your continuous dedication and the excellence that you all have shown in



Mr. Sami Fahad Al-Rushaid speaking to the crowd



Mr. Mazin Al-Sardi

ensuring the HSE issues are an integral part of your working environment.” He also underlined the importance of facilities modernization to KOC, specifically enhancing the safety and integrity of the facilities. Also, although 30 million safe man-hours was not an easy goal to reach, it is proof that if the partners put their heads together and are committed, it can be achieved.”

Mr. John Reid, Project Manager for AMEC also thanked the partner organizations and their employees. He stressed that safety is of prime importance to AMEC and that working with KOC according to HSE guidelines is very important to them.

Mr. Al-Rushaid was presented with a thank-you gift from Mr. Woong-Suk Yoo. The silver statue symbolizes various animals, such as turtles and cranes, which live a long life. Mr. Al-Rushaid returned the gesture with a gift of a gold Hubara bird, the symbol of KOC. The Hubara was essential in the initial discovery of oil as it exists in the desert only where there is water. Upon following a Hubara in order to procure water, British explorers discovered small springs in the area of oil reservoirs. Representatives from AMEC and the subcontracting companies were given hand-crafted traditional Korean ladies crowns made of silk. The headdress, although no longer worn in Korea, was used for special occasions such as weddings.



Mr. John Reid thanking the group



Mr. Woong-Suk Yoo expresses his thanks

Communication in the project proves to be a huge challenge since employees come from many different countries including Korea, China, Bangladesh, India, Iran, and Egypt, to name a few, and most do not have a common language. According to Steve Macpherson, HSE Project Manager for SK E&C, the use of posters and pictures greatly improves understanding amongst employees. In addition, employees are encouraged to report all unsafe acts and conditions. As a reward, the company has already given employees more than \$200,000 in gifts such as watches, t-shirts, and backpacks.

Safe man-hours means no time lost. Although the accident rates in the oil and petrochemical industry vary depending on the type of work being done, a study done between 1993 and 1996 indicated an average of 0.4 – 1.2 accidents per million man-hours.

This facilities modernization project, involving 10 gathering centres and booster stations in Manageesh, Magwa'a, and Burgan started in 2006 and is expected to finish at the end of 2008. Employing more than 7,000 people and with a cost of \$1.2 billion, it is the largest project with KOC for both SK E&C and AMEC. Stressing safety issues, including enforcing the use of safety items such as hard hats, forbidding any flammable items such as lighters from the premises, and regularly testing the machines, was crucial to achieving the 30 million safe man-hours.

Mr. Al-Rushaid summarized the main points of the evening by saying, “I cannot overemphasize the importance of safety in achieving 30 million man-hours without lost time. This is a remarkable achievement, (particularly) given that this was a brown-field project, making safety more critical. KOC senior management is committed to achieving and improving safety performance in line with the KOC Management Strategy for Health, Safety and Environment and encourages all to continue striving for the safety and welfare of your employees.”



Mr. Saad Al-Shuwaib presents

Exploring Industrial Investment in the Oil Sector

The Deputy Chairman and CEO of Kuwait Petroleum Corporation (KPC), Mr. Saad Al-Shuwaib, lectured on the corporate strategy and how it supports the local economy and contributes to the private sector's development. This development is in accordance with concepts of creating investment opportunities that assist in the advancement of the economic and productive levels of the oil sector. The lecture was given within the symposium held by the Kuwait Industries Union in cooperation with the Kuwait Chemical Society, and was hosted by the Kuwait Chamber of Commerce and Industry.

Despite obstacles, industry in Kuwait achieved great success in accordance with the declared strategy and desired objectives of the oil sector. In particular, KPC:

- created an integrated program for the privatization process,
- increased the private sector's participation in KPC activities,
- approved a mechanism for supporting national industry, and
- executed the capitalistic projects.

Mr. Al-Shuwaib is considering privatizing the corporation's activities and increasing the private sector's participation in the contracting works, engineering, and support services. Priority will be given to companies and institutions that employ the largest percentage of Kuwaitis, in accordance with the state's objective in this regard. He also asserted the importance of KPC helping to evolve the local economy by focusing on the implementation of projects and capital expenditure locally, and encouraging the outputs of the institution's operations in later establishing transformational industries.

KPC has created an integrated program to enable the oil industry to carry out the privatization process efficiently. The general objectives of the program are:

- KPC should focus on its main role in order to be able to improve performance and productivity levels,



VIPs and other attendees listen to the lecture

- KPC should participate in the Kuwaiti private sector by activating its development role in the oil sector, as well as developing the capital markets,
- KPC should give more opportunity to the private sector and individuals to take part in the oil industry,
- * KPC should maintain stability and growth for the privatized activities, and
- * KPC should reduce overhead expenses and support the state's budget while gaining highest revenues through selling assets.

While KPC is seeking the launch in the private sector, Mr. Al-Shuwaib confirmed the importance of protecting the rights and privileges of the eligible Kuwaiti cadres in the privatized activities, the importance of the stability and growth of the privatized activities, the need for improving quality standards and

services, and the importance of conducting privatization according to a schedule so as to ensure the ability of the local market to absorb various privatization deals. He explained that KPC is taking deliberate and accelerated steps towards servicing the private sector's requirements based on KPC's keenness to support the national industry and encourage the local producer and contractor. He indicated that the most important features of the mechanism of supporting national industry are the commitment to the standards of the local product that match high technical standards, giving priority to the local factories and products, and encouraging local companies to contract as partners with parallel foreign companies in order to gain experience and technology.

Mr. Al-Shuwaib asserted that KPC is focusing on the implementation of projects and capital expenditure locally in accordance with the

corporate objectives, noting that such projects include establishing oil exportation facilities and oil tanker fueling facilities, upgrading of production facilities in south and east Kuwait, establishing a new refinery in the Zour area, executing petrochemical projects and upgrading current refineries in accordance with international marketing and environmental standards.

Mr. Al-Shuwaib concluded by asserting the availability of various investment opportunities and encouraging the private sector to benefit from the corporation's establishment of transformational industries. He expects spending of around KD15 billion within the next five years in the frame of executing the general strategies of KPC and its subsidiaries, of which, KD11.6 billion is expected to be spent inside Kuwait.



MOCK

Major Incident Tests

General Emergency Procedures

- dealing with a casualty at the site (top)
- Ahmadi hospital staff at the emergency entrance

On Tuesday, March 11th, 2008, the Emergency Response Coordination Unit, led by Emergency Coordinator, Mr. Ali Hussain Asad, tested the response to a mock major incident (category 3) by KOC employees and contractors. The aim of the exercise was to judge how well the general emergency procedures were followed in an attempt to save lives and property.

Although mock incidents have been practiced at KOC for years, it was only in 1995 that the exercises started being performed on an annual basis. In 2004, management decided to have the exercises bi-annually. Mr. Asad is responsible for deciding where the test will take place and what type of emergencies will occur. He bases his decision on inspections of the area and then discusses the date and time with senior management. Although the exercise rotates from different

locations, there is no rhyme or reason to the pattern and one site can be the target of a test two times in a row.

The exercises are kept strictly confidential in order to ensure a surprise element similar to a real situation. "It is practice; in order to become a champion you have to practice. If we do not practice, we will forget significant parts", he emphasized. During the test various scenarios are created at the site and specific injuries to the participants are based on the actions of the individuals. So even though major events for the test are planned ahead of time, the course of the test is fluid and depends on the actions taken. The aim is to target the system and to see if employees follow the general emergency procedures. A dedicated team of observers individualize each exercise and drill in order to ensure that participants

are assessed fairly and that accumulated knowledge and critique is passed on in order to further ensure that positive results are praised and anomalies addressed. Although there is a 'no blame' system, false actions are discussed with the individuals concerned and recommendations are made to enhance the system as a whole.

After evaluating the test for shortcomings as well as good points, an overall report is presented to management detailing recommendations on how to improve procedures. Mr. Asad then follows up on the necessary changes. The tests indicate that since 2002 KOC is getting better, but there is always room for improvement.

Hundreds of people are involved in the test; Mr. Asad ensures that all activities in the disaster situation are coordinated and that the entire company works as a team. During a

Example Recommendations

- General Emergency procedure should be revised to reflect new changes to roles and responsibilities as per the lessons learnt from previous major incidents drills. Otherwise Crisis Management Procedure to be implemented.
- Every Directorate to conduct quarterly meeting with the directorate Groups to discuss their roles and responsibilities in case of major incidents. This will ensure every employee is aware of what is to be done in Major incidents.
- To declare the Incident to all CAE's thru SMS system.
- To have GPS Tracking System for all vehicles/ equipments that should be mobilized to the incident site. This will enable the HQ to track their position and provide the assistance when required.
- To install microphones in the HQ room for each member.
- Proper checking of all equipment and communication devices at HQ room to be done on a frequent basis.

disaster situation, command is centered at headquarter control in the main KOC office. The manager of the area where the incident is occurring leads the advance control and is in constant contact with headquarters. Support services, also working through headquarters, provides all necessary personnel and items, including the medical response.

The results of the test were presented three days later with positive aspects as well as room for improvement being discussed. On a positive note, response from the participants at headquarters was much faster than expected with all personnel arriving in the control room in less than 3 minutes, with the Deputy Managing Director and the Manager arriving in less than 1 minute. Briefings as to the current situation at the site, including



evacuated staff at meeting point (top)
firemen arrive at the KOC Main Office (right)
fire department members and observers at the incident site (left)



monitoring the exercise at headquarters

casualties, were submitted every 5 minutes. Overall, response to this incident was much better than in the previous exercises.

During the most recent test, Dr. Majed Ibrahim, of the Emergency Department of the Ahmadi hospital led the medical team. According to policy for a category 3 emergency, Dr. Majed arrived on site to coordinate the casualty clearing (triage) area. 'Injured' participants were either treated on-site or transported to the hospital by ambulance. The Kuwaiti Digest spoke with Mr. Qusai Al-Amer, Head of Administration Support Service Team, at Ahmadi Hospital for his view on the test. Mr. Al-Amer stressed that the test was a surprise for the hospital staff and that the emergency call came through the



coordinating the response at headquarters

proper channel at the reception. He was pleased with the communication between the different groups on the day and felt that 90% went according to plan. He also mentioned that as the hospital is going through restructuring, it will be necessary for procedures to be reviewed and revised in order to be effective for the next test. "It is a good practice to have frequent major incident drill in order to allow all groups to review

and update their plans, particularly given the many changes occurring in KOC. We always have new staff coming, so the drill gives them a chance to react and for everyone to iron out the wrinkles", he elaborated. During the drill, normal hospital procedures were modified to accommodate incoming casualties. 7 doctors, 15 nurses, and numerous support staff worked in dealing with the 5 casualties in the major incident. In the event of many casualties, the hospital will stabilize the patients and transfer them to either the hospital in Adan or to one of the specialty government hospitals in the city.

The General Emergency Procedure Handbook is available to all employees through the KOC portal. All employees are encouraged to familiarize themselves with the procedures. In case of fire or gas leak, the emergency number is 22222.

Main Office Emergency Fire Drill

On March 19th an emergency fire drill was conducted at the Main Office. Part of the drill involved a mock fire in pantry room 266 with two mock casualties. Upon activation of the fire alarm, all occupants were evacuated from the building and a head count was carried out at the assembly points to ensure that no one was left behind. Fire crew responded and a simulation of fire fighting and rescue was carried out before it was declared safe to return to the building. The drill was considered a success and future drills in various locations are planned in order to keep employees alert and aware of their roles and responsibilities during emergencies.

Kuwait Oasis

Returning Nature to the Oil Fields

The Kuwait Oasis, the second project by the Maintenance Team after Spirit of the Desert, welcomed a reunion of 20 Kuwait Institute of Scientific Research (KISR) former employees as well as current KISR and Ahmadi Governorate employees in March 2008. While Spirit of the Desert, a former gas pit, was formed into a large, natural preserve for migratory birds and native plants, Kuwait Oasis was dug out of the desert and is being used as a park for employees and their families. Spirit of the Desert opened on November 6th, 2006 on the anniversary of the extinguishing of the last oil fire in Kuwait. The UN took this date and made it an annual international environmental

day. Kuwait Oasis will officially open sometime in 2008.

As part of KOC's strategic vision of increasing the amount of green area and in accordance with the 1980 Law regarding protection of the environment, the Seed Program was initiated and includes the Kuwait Oasis. It looks at turning polluted land such as pits, oil spills, burning pits, and evaporation pits, back into its natural state. Both Spirit of the Desert and Kuwait Oasis exist in the east part of the Burgan oil field and the idea behind the sites is to create nice scenery with lots of green that will improve the air quality, restore the ecosystem, and decrease the amount of sand movement. Part of restoring

the ecosystem involves re-introducing native animals such as deer, frogs, and turtles. Two additional projects have already been started in the west and the north of the Burgan field. According to Dr. Fatima Al-Abdali, Senior Specialist, "No matter what, the environment can be re-started but it needs human help, particularly in polluted areas. There is a need for a strong restoration program and strong environmental management." She also stressed that sustainability needs good management, particularly as a change in one element effects everything else, meaning that continuous monitoring is critical. According to Dr. Al-Abdali, 'the youth of nature is contagious' signifying that a healthy action will be copied by others. As such, KOC is striving to set a good example for others to follow.

Kuwait Oasis, located just east of GC-2, is 133,000 m² in size and took one and a half years to build. At first, a pond was dug in the desert and the soil was used to make a hill that is 18 metres high and 95 metres in diameter. A Kuwait flag flies on top of the hill and is used as a marker. The pond has a couple of islands and a colourful bridge leading to the largest of them, which has the same

aerial view showing the oasis in the desert

shape as the State of Kuwait on a map. Water to fill the pond was supplied by a refurbished water outlet that formerly had been used to supply several gathering centres. Grass and over 1,000 palm trees of different types surround the pond and gazebos with palm-frond roofs provide much-needed shade. Irrigation for the flora was constructed using old oil pumping pipelines. 12 reef balls made of special concrete have been submerged in the pond and provide a refuge for the Tilapia Nilotica fish. Soluble oxygen is provided to the fish through a fountain and three waterfalls. A diwaniya in the main building displays pictures of the KOC chairmen through time from Sir Philip Southwell (01.06.1946) all the way up to the current C&MD, Mr. Sami Al-Rushaid (01.11.2007 – present). Old black-and-white photographs of Kuwait city, a family tree of the ruling Al-Sabah family, and various old artefacts including a telephone, model dhow, gramophone and typewriter, emphasize the strong British-Kuwait connection.

The Kuwaiti Digest also spoke with Mr. Mohd Al-Rasheedi, Team Leader Maintenance East Kuwait, regarding the park. “The idea came from Spirit of the Desert,” he said. Recycled material was used for the park; concrete that was used as the base for the pond, the bridge foundation, and the outhouses came from old gathering centres, as did the three pumps that are being used to circulate the water. He is proud that the park was able to use material that would have otherwise ended up as scrap. As a result of using recycled material, the total cost of the project has not exceeded 10,000KD.

Ahmadi Governor, His Excellency Sheikh Dr. Ibrahim Al-Duaij Al-Sabah, accompanied the visitors and spoke about the



the Governor of Ahmadi, HE Sheikh Dr. Ibrahim Al-Duaij Al-Sabah, arrives at the site

Kuwait Oil Company’s 2020 Strategy

KOC commits to ensure the health and safety of its people and to protect the environment through strict adherence to its own policies and procedures and by complying with all local regulations. KOC will instil a corporate culture where all KOC employees, contractors, stakeholders and the community see HSE as their personal responsibility and where management provides both HSE leadership and commitment. (Objective 4 – Health, Safety and Environment).

Rational: Good business is conducted through a good HSE policy. The company should ensure that employees’ work environment is safe and healthy and that the community believes in the company’s commitment towards keeping the environment clean.

importance of the project for the town of Ahmadi. “I am excited about the improvement to the environment. It is one of my main interests to care for and improve the environment. We care for human beings and are working to make their lives better, and I would like to show my appreciation to KOC,” he said.

One of the KISR former employees present was Dr. Ibrahim Y. Hamdan, who was Director of Agriculture and later Director of Biotechnology. He was impressed by the site and the positive impact that it will have on the surrounding environment.

He also liked the fact that the area was to be used for recreation. “It is fantastic and environmentally sound to reconstruct the desert and undo the damage. This site will positively affect the environment as the trees will increase the amount of oxygen while decreasing the amount of sand movement. At the same time, it provides a nice recreation area,” he elaborated.

Future projects similar to Spirit of the Desert and Kuwait Oasis are planned for the future as KOC’s long-term perspective on environmental renewal and protection continues.

Kuwaiti Dream Come True Natural Gas Being Produced

The search for a free natural gas source in Kuwait came to fruition on October 10, 2003 with the discovery of a Jurassic field in North Kuwait (SA-72). The gas reserve is at a depth of 14,000 – 20,000 ft. and is not associated with an oil field. The site has 6 fields: Dhabi, Raudhatain, Nwra, Umm Niqa, Sabriyah, and Barah, and covers an area of 600 – 800 km². Although there are estimates of about 35 trillion cubic feet of gas, there is high possibility that there are more reserves than the current estimates.

The idea was to put Jurassic free gas on a commercial scale and a small trial project of Early Production Facility was started in 2005. The facility took 9 months to complete and 8 wells from the 6 reservoirs were tested. As the results were encouraging, it was decided to build 3 new Early Production Facilities. The ultimate goal is to produce over 1 billion SCF/day.

This shall be carried out into 3 phases:



Mr. Saeed Hamadah
Manager of Support Serv. (NK)

1. 175 MMSCFD with 50,000 light product (condensate) barrels per day by end of April 2008,
2. an additional 425 MMSCFD with 150,000 light product (condensate) barrels per day by 2011, and
3. an additional 425 MMSCFD

with 150,000 light product (condensate) barrels per day (giving over 1 billion SCF) by 2015.

As Phase I, a 69 million KD deal was signed between KOC and Safwan Petroleum Technologies Co. in 2006, to build/operate Early Production Facilities to provide KOC with free gas and light products (condensate).

Also, the free gas is cleaned from H₂S contaminant. This contaminant is converted to liquefied sulphur, which then goes to KNPC. A storage area in Mina Ahmadi converts the liquid sulphur to solid sulphur, which is then sold by KNPC.

The Early Production Facility (EPF) project is significant for the State of Kuwait as it gives the country direct access to free natural gas. Previously, only a small amount of free dry natural gas (approx. 343 bcf/year) was locally produced and most gas was from oil (associated



collecting pipes from the various gas fields



workers at the early production facility

gas). Before the Gulf War, Kuwait imported 80 MMSCFD of natural gas from the Iraqi Ruamila field. The gas was compressed through a 40-inch, 100-mile pipeline. Kuwait and Iraq are in discussions to restart the pipeline and a MOU was signed in December 2004. Kuwait has also signed a MOU with Qatar for possible import of gas. In addition, importing natural gas from Iran (South Pars gas field) is also being considered; a MOU between the countries was signed in March 2005.

Not only is the process of creating gas from crude expensive, it is also a burden on the environment. Although the amount of gas produced will not meet local demand, it will free up to 130,000 bbl/d of oil which can be exported.

The free gas will be used in power stations, the petrochemical industry and in refineries. Gas production is also more environmentally friendly, although the water resulting from the processing of the light products (condensates) has 10 ppm of oil and cannot be used for anything else.

The Kuwait Digest met with Mr. Saeed Hamadah, Manager of Support Services (North Kuwait), who is in charge of the EPF Project Phase I. "This discovery of free gas is really a Kuwaiti dream come true," he said. KOC has been searching for gas fields since the 1960s. This EPF is different from those in the KOC oil production as it is designed for energy conservation. To minimize the EPF fuel consumption two different sources of power were utilized: (1) from gas turbine, and (2) from power steam generated by recycling exhaust wastes from gas turbine.

He also added that "KOC has taken potential environmental impacts into account in this project by disposing all produced contaminated water into dedicated disposal wells. Sulphur Recovery Unit (SRU) was also built to convert



an aerial view of the facility

H₂S, which was removed from free gas, into liquefied sulfur. In case of malfunction of the SRU, H₂S is converted to SO₂, which is less harmful, and burned off into the atmosphere by specially designed incinerator units".

He further added that "the EPF Project is a 5-year leased contract, wherein KOC pay Safwan for their operating expenses on a daily basis". After the 5 years, KOC has an option to renew the contract. Also, KOC has the option to train KOC staff to take over the operation of the facility.

Exploration for additional sources of gas in the State of Kuwait

continues and new sources have been found in the south and west areas. Whether they will turn out to be viable remains to be seen.

the facility at dusk



KOC booth at the exhibition

Kuwait Oil Company Participates in GEO 2008 Conference

Prepared by: **Yousef Al-Kandari**

A showcase of cutting-edge geophysical solutions took place recently at the GEO 2008 Convention in Bahrain. Thousands of delegates from around the world attended the 8th Middle East Geoscience Conference and Exhibition which was held from March 3rd to 5th, 2008. The theme of this year's conference was 'Integrated Geoscience – Technical, Business and People Solutions'.

Since its inception in 1994, the GEO series has played a pivotal role in the progress of exploration and development technology in the Middle East, and has become the premiere geoscience event in the region. GEO 2008 presented an outstanding selection of current research and technology from both new and traditional areas of petroleum geoscience. Some of the conference sessions included

new approaches to reservoir characterisation, new and emerging business models for the oil and gas industry, advancements in seismic inversion, changing paradigms in carbonates, and staffing for the future. Senior keynote speakers, including BAPCO Chief Executive, Mr. Abdulkarim Al-Sayed, and more than 170 exceptional exhibitions from companies around the world



presenting their newest in technology, contributed to the success of the event. Mr. Al-Sayed, whose speech was entitled, “Human Resources – Challenges and Opportunities” explained the manpower shortage in the oil industry, particularly in the upstream area. Reasons for

the shortage include: the collapse of oil prices in the 1980s resulting in unemployment, the myth that oil and gas resources are scarce, the time needed to effectively train employees, and the challenge of attracting and retaining expatriate specialists. Mr. Al-Sayed also gave solutions to the problem including: closer cooperation with universities and other training institutions, increased collaboration with service companies and IOCs, utilization of cutting-edge technologies, and increased focus on training nationals.

One of the companies exhibiting at the event was GEDCO, a leading Canadian privately-owned geophysical software and consulting firm. Andreas Cordsen, President & CEO, was present to promote GEDCO’s consulting services and to demonstrate some of their proprietary software in 3D survey evaluation and design and post-survey analysis and recommendation. In particular, Cordsen emphasized the geophysical software products including OMNI 3D® Seismic Survey Design & Modeling and VISTA® 2D/3D Seismic Data Processing.

Kuwait Oil Company Chairman & Managing Director, Mr. Sami Al-Rushaid, also attended the event. “I’m new in this upstream field because I used to work in the refining field, but I think geology is a very interesting subject. The conference was



Bahrain Oil Minister Abdulhussain bin Ali Mirza, Khaled Al-Khamees, Farouk Al-Zanki & C&MD Sami Fahad Al-Rushaid



dignitaries at the event

presented in a very professional way which has attracted the participation of companies from all over the world”, he commented. Mr. Al-Rushaid continued by saying, “it is a very good conference and a good chance to meet and get to know the latest technologies and the new companies, especially our colleagues in the Gulf area. So, I think we have to participate in these kinds of conferences and exhibitions because it comes within our core business.” Aside from the exhibition, companies participated in discussion sessions and submitted papers and studies about geology. “It makes us proud that Kuwait Oil Company submitted 20 discussion

papers and some of our managers led discussion sessions at the conference,” said Mr. Sami Al-Rushaid.

Mr. Farouk Al-Zanki, Chairman & Managing Director of Kuwait National Petroleum Company and Chair of the Programme Committee for the conference, stated that, “No other geosciences event brings together all of the essential players focused on the future development of the Middle East’s hydrocarbon resources.”

The next GEO conference will be held from March 7th – 10th, 2010 in Bahrain. More information on exhibitions may be obtained at www.aeminfo.com.bh.

5th Safety Engineers' Seminar Focuses on "Contractors' HSE Competency & Skill"

Contractors from KOC and KOC employees were welcomed at the Unity Centre on Monday, 10th of March to hear presentations regarding safety issues, in particular the importance of awareness in relation to HSE Competency and Skill. The annual seminar was opened by Mr. Fahad Al-Qattan, Acting Team Leader – Safety, who emphasized that, due to the high level of outsourcing, HSE statistics are directly linked to contractor performance. He stressed that, "(KOC) demands highly skilled and competent workers (and) continuing strong business partnerships to achieve the common goals in the most efficient and safest way."

The important role that contractors play can be demonstrated in a few statistics; KOC has more than 600 contracts worth more than 4000 million Kuwaiti Dinars, involving more than 30,000 employees (KOC itself employees 5,000 people directly) working almost 6 million man-hours/month. Consequently, training and awareness, proper adherence to regulations, and a sense of commitment & dedication are vital for both KOC and contractors to attain common goals. According to Mr. Christopher Devaraj, who is a safety engineer in the Safety Team at KOC, "Behind every success is a secret:

toils, tears and sweat of contractors."

The goal of the seminar was to share experiences and expectations from the contractors' point of view directly relating to the safe execution of the job. It was an opportunity to learn from past mistakes in order to improve the HSE performance of the contractors through training, change in behaviour, commitment and involvement, etc. Specific topics included fire, hydrocarbon leak & spill, motor vehicle incidents, and contractors' HSE Competency and Skill.

Fire is the greatest risk in hydrocarbon production and it is very important that all employees, whether KOC or contractors, understand their role and responsibility in reducing the chance of fire and in dealing with fire should it occur. Hydrocarbon leakage and spill due to aging facilities, quality control, human error, etc. was addressed last year in the Leak & Spill Prevention Campaign and remains an important safety concern. One might be surprised to know that motor vehicle accidents are the number one cause of death amongst KOC employees and Ahmadi residents. As a result, KOC has implemented a Safe Driving Policy and has ongoing campaigns to increase awareness. Finally,



speakers and attendees at the seminar

KOC Health, Safety and Environment Management System

1	Leadership, Commitment, & Accountability
2	Training, Competency & Behaviour
3	Risk Assessment, Risk Management & Compliance
4	Facilities Design & Construction
5	Operations & Maintenance
6	Management of Change
7	Crisis Prevention
8	Incident Analysis & Prevention
9	Interaction with Employees, Stakeholders, Regulators & Community
10	Contractors Commitment & Involvement
11	Information & Documentation
12	Auditing, Assurance Measurement & Continuous Improvement

the importance of HSE Competency & Skill and its impact on the level of safety in the field was discussed along with ways to improve the contractors' performance.

2007 saw a dramatic increase in the number of fatalities, and although the number of contractors also increased, the rise is nevertheless a big concern. According to Dr. Ibrahim Mahdy, SE Specialist at KOC, "All accidents are preventable. If you concentrate on HSE Management Issues you can prevent a lot of fatalities. We need to manage business partners through the HSE management system (see insert)." Managing business partners includes involving the contractors at all stages and ensuring commitment from them. Part of this control involves monthly reports regarding accident rates, incidents, etc. that contractors submit to KOC. It also involves inspections and quarterly meetings between KOC and the various contractors. In order to ensure the competency of individual employees, a work authorization program and an on-line testing service exist to check qualifications.

Complying with HSE guidelines has proven successful for Tekfen Construction & Installation Co. Inc. which has 5 major projects in Kuwait. The company reported no major accidents or incidents after 4.5 million man-hours. Reasons for their success include: monitoring and awarding safety performance, performing housekeeping during the last half-hour of every day, having a nurse and ambulance at stand-by, providing effective awareness training, using appropriate protective gear, inspecting scaffolding twice a week, strictly following the lock out/tag out procedure, and reporting all incidents and near misses.

The 5th Safety Engineer Seminar also marked the start of a safety campaign by KOC aimed at increasing awareness and safety in the whole community, demonstrating that improvement in HSE is an on-going process.



group photo of attendees at the seminar

KOC Proudly Hosts the 22nd GCC Production & Maintenance Team Meeting

High-level executive participants from Oman, Qatar, UAE, Kuwait, Abu Dhabi, and Saudi Arabia, met recently at the Rotana Beach Hotel in Fahaheel. Mr. Mohammed Hussain, Deputy Chairman and DMD Planning and Gas spoke to the group about the basis of the GCC main committee and the idea behind its establishment. Mr. Shaker Faras, Manager Operation South and KOC P&M Committee Leader, opened the event by welcoming the various dignitaries to the 22nd GCC Production & Maintenance Team Meeting.

To find out the purpose of the meeting, The Kuwaiti Digest spoke to Adnan Al-Haider, Team Leader Technical Services. The team meetings are held every 6 months between the production and maintenance managers of all Gulf energy companies: Aramco, KOC, Abu Dhabi National Oil Company (ADNOC), The Bahrain Petroleum Company (BAPCO), Petroleum Development Oman (PDO) and Qatar Petroleum. Each company selects two presentations and during

these presentations, experiences are shared, including current practices which are being carried out by each company. In addition, this information is put on a website which can be accessed at any time by the participants. Team meetings locations are rotated amongst the various companies. The current meeting is number 22, while the last meeting was held in Abu Dhabi and previous to that in Oman with PDO. "Once we have finished the discussions for the current meeting, we choose the topic for the following meeting. In fact we had our 10th anniversary last year", Mr. Al-Haider explained.

Mr. Nasser Behlany, Head of Material Integrity, PDO, said that he had very much enjoyed his time here in Kuwait. He went on to comment that the meeting had been well organized and a very transparent exchange of information could be seen taking place.

He added, "Last year at PDO we already had 3 visits organized with KOC. We had people coming from Kuwait, Qatar, and the UAE. In April,

we have a planned visit from Aramco Saudi Arabia. We also hope to visit these countries to discuss further the different ideas and strategies, which is a direct result of these meetings." Behlany concluded, "We need to make a network in the common interest of many things, and then we can start to change the benchmarks". He also expressed his gratitude and appreciation of all the hard work which had been done by KOC in hosting the event.

Mr. Faras explained the functioning of the team meetings, "Aramco, KOC, Abu Dhabi National Oil Company (ADNOC), The Bahrain Petroleum Company (BAPCO), Petroleum Development Oman (PDO) and Qatar Petroleum all have at least one representative who sits on a steering committee bi-annual



Mr. Mohammed Hussain, Deputy Chairman & DMD Planning and Gas, speaks to delegates



group photo of meeting delegates

meeting. The purpose of this steering committee is to coordinate information which has been gathered from the company teams, who give presentations and collect data at these team meetings.

We normally pick one main topic plus sub-topics which are all related to production and maintenance.” Although KOC hosted the event, each company shared their information and experiences via a presentation on the main topic and a sub-topic. In addition to the meetings, guests were given the opportunity to further reinforce what had been shared in the meeting through various site visits. One such visit was planned to the water injection plants in the southeast of Kuwait. The purpose of visiting these sites was to provide the teams with first-hand experience of the latest water-injection technology. Groups were also taken to appropriate

government centers to look at operation and maintenance. “It’s good to exchange experiences with others who are conducting the same operations, especially when they are located within the same region”, Mr. Faras explained.

Qatar Petroleum’s Nasser Jeham Al-Kuwari, North Field Production Manager, commented, “I have attended several of these meetings so far and really, the benefits of these meetings are huge. Sharing experiences with different people is extremely beneficial, for instance we (Qatar Petroleum) just recently had a visit from Aramco.” Qatar has the third largest gas field in the world, and Aramco was interested in speaking with the people involved. “In fact, they obtained some excellent information on how we are running a gas field. Here in Kuwait, you at KOC have a lot of knowledge and experience, which is partly why we

have come here today, to learn from your experiences, so you can see the benefits are huge and its developing more and more”, he added.

The Kuwaiti Digest posed the question of sharing ideas openly with competitors. Mr. Al-Kuwari responded by saying, “In the Oil and Gas business this is not a problem, so I do not see any conflict, even in confidentiality. In Qatar, I tell my people when we meet to ‘openly discuss issues’ because we are all together, we will grow old together and collectively we can help everyone in the region. Sometimes you may find people are ahead of you, so if you share with them they will share with you, they will give you their best practices, what they are using, so I don’t see, especially in this business, that there are any conflicts of interest. Even with Shell and ExxonMobil we exchange information”. Al-Kuwari summed up by saying: “Sharing experiences has considerable benefits for all concerned in the region, from the oil and gas industry heavyweights, all the way down to the consumer.”

On the final day of collaborative presentations and discussions, with the meeting participants having visited the KOC display centre in Ahmadi, all were keen to express their gratitude to KOC for what they said had been an excellent, informative and extremely productive stay in Kuwait.



delegates from the GCC companies listen to lecture

A FEMALE First for KOC Security

For the first time in the Kuwait oil sector, a group of female security officers recently joined the company.

Meeting the ever changing, multi-faceted needs and challenges of the oil industry, wherever those requirements lie, is key to the continued success and development of KOC. Evidence of this forward thinking can be clearly seen with the recruiting (for the first time) of female security staff. Intrigued with this KOC ground-breaking development the Kuwaiti Digest went to see Mr. Sulaiman Al-Somali (KOC Security & Fire Manager) to find out more.

Q- Female security is a little unusual, which begs the question: why female security staff?

Mr. Al-Somali replied: "First of all, allow me to clarify that it is not unusual because there are female security personnel worldwide. However, it may be a little unusual at KOC or KPC because the utilization of Kuwaiti female security staff is something we have just recently introduced. We definitely require female security staff to assist us in many aspects. As you know many members of staff employed here at KOC are female and according to the culture, not only here but worldwide, females are understandably reluctant to allow a male search their handbags or

personal belongings. Therefore we have decided to introduce female security to assist in these areas.

"In our security system we have three levels of alertness:

Green Level, standard operations- whereby we wouldn't normally check an employee's or visitor's hand luggage. Orange Level, at this level we would normally check vehicles and are generally in a higher state of alertness. Finally we have Red Level, imminent attack- at this level we have to conduct thorough checks of all personnel visiting KOC premises, including body searches which, in turn, necessitate the use of female security staff. I



members of the security team

might add these staff will be easily recognizable through their uniform, consisting of a badge, black jacket and black pants or long skirt.

“Now we have five female security staff, two of whom work here in the main office and three in the Al-Tameer building. Yes, we do intend to expand this program, in fact we mean to deploy female security staff at Ahmadi Hospital and the Habarah (female only swimming pool)”.

In Addition Mr. Al-Somali added that, “all of the female security staff we acquire right now receive their training and come directly from the Oil Sector Services Company (OSSCO).

“Their training incorporates how to detect a threat, or recognize any unusual behavior, these areas are covered in the nine month security training program comprising; three months of English, three months of General Security and three months of Field Training. Further to this they receive basic training pertaining

to ‘K’ companies, this is basic, but when they come attached to the respective ‘K’ companies whether it’s KOC, KPC or others, this is when we provide them with more specific training. Starting with HSE, because of its high priority level, we ensure that the young ladies working within our facilities are made aware of HSE requirements and emergency procedures, such as, evacuation drills for fire, terrorist and explosive-devise threats”.

Q- Are these young ladies armed, or do you intend to arm them?

“Right now they don’t carry any form of firearms and they will not be carrying firearms in the future. Having said this, we are currently working with OSSCO who have been obtaining the various approvals, permits and licenses etc which will allow the female security staff, once trained, to carry non-lethal weaponry such as pepper spray and tazers. Of course these matters are thoroughly examined from a legal standpoint”.

Q- Finally, perhaps you could share your thoughts with us on female security being utilized in wider society, such as the Kuwaiti police force.

Mr. Al-Somali concluded: “I believe we are all aware that the Kuwaiti police forces are going to introduce female police officers into the traffic department and of course the Kuwaiti correctional facilities do currently employ female wardens and, it is my opinion, you will see female staff play an increasing role in the security sector here in Kuwait. As so far as KOC is concerned, right now, we are introducing female security staff within the Ahmadi office areas, not so much in the field areas, which is due to various factors such as physicality and night-shift availability. Having said this, once the program has been up and running and we have had the opportunity to evaluate its success, we will be in a better position to consider deploying further female security staff into other areas”.



new members to the security team touring the Display Centre

Marketing of KOC's 2020 Strategy

KOC's long-term strategy, a vision entitled "2020 Strategy", is part of an overall strategy encompassing all aspects of the company's operation in relation to the development of its hydrocarbon resources and the unlocking of the potential of its personnel.

The Kuwaiti Digest met with Mr. Faisal Al-Asfour, Manager of Planning, for an update.

Mr. Al-Asfour mentioned that his department had recently run a campaign focusing on the 7 objectives of the strategy (see inset) as part of the continuous effort of



Mr. Faisal Al-Asfour
Manager of Planning

communicating and marketing the strategy. The campaign started at the end of November, 2007 with a survey to determine where the strategy stood with its target audience and how far it was from achieving its goals. Imagines communicating the 7 objectives were placed around the company and gifts of small mouse pads were distributed to employees and contractors as

reminders of the objectives.

How effective this campaign will be and whether the target audience will be more focused on the objectives are two questions that need to be answered. "As a matter of fact, we know based on the survey that there is already a good percentage of the audience who is involved with the 7 objectives in their day-to-day activities. This campaign should help increase the percentage for sure", he answered. In addition, his department will be running another survey to determine if this assumption is true or not.

7 Objectives

1. Increase Production Capacity. Rationale: Given the forecasted demand scenarios, Kuwait must increase its production capacity to maintain market share.
2. Maximize Reserves Growth. Rationale: Reserves additions contribute to sustained production capacity.
3. Maximize Development of Gas Resources. Rationale: Kuwait is in need of non-associated gas resources to meet its energy requirements. Furthermore, this would provide an environmentally friendlier source of energy. KOC needs to discover and exploit economic local non-associated gas to reduce dependency on gas imports.
4. Commitment to HSE Standards. Rationale: Good business is conducted through a good HSE policy. The company should ensure that employees' work environment is safe and healthy and that the community believes in the company's commitment towards keeping the environment clean.
5. Adopt New R&T Projects. Rationale: KOC must focus on applying relevant technologies and methods that are both new and proven in order to effectively develop its more difficult reserves in support of its production objective.
6. Improve Support Services. Rationale: A key difficulty in achieving the 1995 Strategy was related to project slippage and inefficient project management. KOC will be better geared to reach its objectives through the reduction of cycle-time, the improvement of project management, the streamlining of processes and usage of e-business within its core business that leads to becoming a customer-focused organization.
7. Develop Corporate Culture & Image. Rationale: Management leadership and employee skills are critical elements to the successful creation of an evolving organization that is well respected publicly.



KOC continues to champion Health, Safety & Environment Rolls out new HSE Induction Document for Bidders and New Contractors



Barun B. Baruah, KOC Senior Safety Engineer, Safety Team rolls out the new HSE Induction Document for bidders and new contractors

Dialogue continues to be high on the list in business success especially when the flow of information is crucial to both sides of any bidding process. From time-to-time, however, HSE issues have been inadvertently overlooked at the KOC — but, according to Fares Al-Mansouri, Team Leader, Safety and Barun B. Baruah, Senior Safety Engineer (author of the document), Safety Team, KOC together with Christopher Devaraj, KOC Safety Engineer, Safety Team who made the presentation, this is no longer the case with the successful launch of the new HSE Induction Document for contractors and bidders at the company. A crucial communication bottleneck has been overcome and now the big challenge for contractors lies in properly interpreting each clause of KOC's HSE contract. Details of the contract include supplying skilled personnel armed with the right training and experience to meet KOC HSE requirements easily and successfully.

What is so important about the new HSE CD is that it is designed to be an essential part of the e-tendering package; downloading this package including this new HSE CD provides one complete info-pack for contractors and bidders. Currently there are six kinds of contracts offered at the KOC. On the main page of the e-tendering document, contractors will discover (in the left-hand column) a synopsis of HSE requirements, which, in turn, correspond to the correct HSE document. It is here that contractors will discover synoptic information that, in turn, provides the comprehensive background contractors require in order to properly execute procedures.

Equally important, the correct HSE document is hyperlinked to a summary of requirements of the full HSE documentation, for example, to an EPA Appendix, which also provides contractors with valuable information on assessments, timeframes, and technology required. All this up-to-date information is accessible ONLY through KOC's intranet.

New HSE Induction Document for New Contractors and Bidders

Objectives

- Ensure that bidders/new contractors are fully aware of all HSE contractual obligations and deliverables they need to submit a tender package (for the particular contract they are bidding for or being awarded).
- Assist bidders/new contractors to understand, interpret and derive detailed executable HSE activities that underlie the contract requirements from the Scope of Contract.
- Enable bidders/contractors to manage effectively HSE project issues thereby avoiding confusion, ambiguity and unacceptable delays in the contract/project execution.
- Notify bidders/contractors that the following HSE activities/deliverables will be an integral part/contractual obligation of the proposed contract; and
- Extend an equal opportunity to all bidders/contractors that adequate resource requirements (manpower, time and money) is planned and included within their bid proposal to implement all HSE activities during proposed execution of the project/contract.

Purpose

- Ensure hazards are identified regarding all appropriate stages of the project.
- Assess associated risks properly; ensure that risk control measures are properly managed and are as low as reasonably practicable; comply and/or conform to HSE laws and regulations, KOC HSE procedures and standards as well as practices and guidelines, and the HSE project plan.
- Minimize or alleviate accidents, incidents and emissions into the environment according to KOC HSE policies and HSEMS expectations.



RECYCLING

Unique to Kuwait at KOC

Over 2500 tons of garbage is produced daily in Kuwait, making this country one of the highest waste/capita producers in the world. Dealing with the waste is also expensive; 30 million KD is paid to transfer garbage from Kuwait city to the dump every year. Waste is currently mixed, which is a problem for recycling as separation of the various materials is expensive. The waste in Kuwait has a high organic component comprising 50-90% of all waste. Factories do exist for the processing of glass and paper; carton

is the most recycled material in Kuwait, but as of yet, there are no state laws regarding recycling.

Waste can be divided into two categories: 1. organic waste, such as food and paper, and 2. inorganic waste, including glass, metal, and plastic. Most organic waste can be composted and used later as fertilizer. Most inorganic waste can be recycled. So, between composting and recycling the amount of waster ending up in land-fills could be minimal. KOC recognizes this and

its recycling program is, at present, the only one in the country.

In conformity with its policy of taking care of the environment, KOC implemented an environment waste management project in 1995 involving four phases of recycling in the town of Ahmadi (see inset). The project is organised by The Social Committee of Women Volunteers of Environmental Waste Management Awareness for Kuwait Oil Company. Ahmadi alone produces 25 – 30 tons of waster/day and collected recyclables are transported in special vehicles, segregated and cleaned, and either processed and sent to the appropriate factory or decomposed into fertilizer. In 2004, the project received recognition from the Dubai International Award (association with the UN) for best practice.

Residents of Ahmadi are supplied with special bags on a weekly basis for food remains which will eventually become compost. They are also given a large plastic container of about 400



recycling cage with separated recyclables

litres for non-recyclable waste such as diapers and polluted items. Green bins for various materials such as paper, cardboard, glass, and metal have been placed in various locations around the town, making it easy and convenient for residents and employees to separate waste.

According to Mr. Maher Salim, Supervisor of Agriculture and Environment at KOC, the requirement to make recycling economical is crucial for the program. As the cost and demand for raw materials increases, recycling becomes more financially viable. In the program, the contractor who collects the recycling takes all the non-organic material, while the organic material is anaerobically composted. The savings to KOC amounted to about 1million KD last year. In addition to reducing the amount of waste going to land-fills, it is also important to educate the public as to the dangers of wastage, particularly polluting poisons and flammable gases. Part of educating the KOC and Ahmadi Community involves regularly distributing information brochures on the recycling efforts and how each individual can contribute.

The organic material collected is

The four phases of the project can be divided into:

1. a pilot project serving 3000 offices and 20 houses for two years
2. combining recycling with normal garbage collection for 800 houses for three years
3. using the recycled organic waste compost as fertilizer for agricultural use
4. changing the concept of garbage collection to environmental waste management in all Ahmadi residences. This stage also involves incentives to recycle and regular flyers updating citizens on the recycling process. Rewards for recycling include televisions, videos, vacuum cleaners and dvd recorder.



workers separate plastic and glass

composted, which involves layering the organic material on sheets of plastic to prevent liquid running off. The layers of plastic are then buried to prevent gases from escaping. The pile is watered continually to prevent air from entering, and humidity and temperature are controlled. The process takes about one year, during which time the bacteria gradually dies. KOC currently has about 500 tons of compost that will be processed into granules, sterilized by steam, and used as fertilizer.

Another project initiated by the Agriculture and Environment team involves a request made in 1997 by Mr. Mefra Al-Shemmari to plant trees. Date palms were selected because of their economical value; the dates are either sold or used for animal feed. Also, palm trees are advantageous in that they have no roots to created damage to roads and other infrastructures and no falling leaves to blow into machinery, etc. 20,000 trees have already been planted and the goal is to plant another 60,000. The trees come from tissue culture from the Institute of Science and Research and are planted in the petrol field area. 10,000 m² of recycled water is used to water the trees and the aim of the project is to stabilise the soil, reducing the amount of dust in the air and aiding the flora and fauna.

KOC has also helped the city of Kuwait in the area of Al-Qurain. The construction of roads requires lime sand, so pits to procure the sand were dug in Al-Qurain. After the pits were depleted,

the municipality took control of the area and used the pits to bury waste. The pits were closed once they were filled and then left alone. Later, houses were built around the pit and after a few years, residents noticed gas smells (resulting from the fermentation of the material buried in the pits), the ground sinking (due to the decomposing and compressing of the material), small explosions (due to escaping gases), and road damage (due to the land shifting). KOC worked to remedy the situation and removed tons of waste, polluted water, and gases. The area has been cleaned up and is now part of a study. It is also an example to government as of the dangers of waste and the consequent need for recycling.

The recycling program at KOC will develop in the future, with the possibility of implementing fines for those who do not follow the rules. The Agriculture & Environment Team continues to work to educate KOC employees and Ahmadi residents as to the environmental benefits of recycling and the role that each individual needs to play in order to safeguard the environment.



recycling compost

Profit Center to Assist in Achieving 2020 Strategy



Profit Centre Committee Members in discussion

Changing from a cost centre to a profit centre will require a change in mindset of KOC employees, according to Mr. Khaled Al-Khamees, DMD, Administration and Finance. “As KOC embarks on its journey from being a cost center to an area based profit centre, it brings in its wake numerous opportunities and challenges. Without a doubt, this is one of the most ambitious change management initiatives embarked upon by the company – one which involves a change in mindset amongst company staff whilst taking decisions. I would like to urge all company staff to think commercially and be proactive in change during their day to day activities and to embrace the Profit Center with an open mind”, he elaborated.

Mr. Al-Khamees also emphasized that the Profit Center

approach will be beneficial in the following ways: it will create a common financial framework between KOC and KPC; it will increase the overall revenues to the State of Kuwait; capital investment in projects which add value to KOC will be optimized; operating costs over the long term will be minimized; and commercial performance will improve. “The present fiscal arrangement between KPC and KOC provides inadequate incentives for KOC to improve performance efficiency in capital investment and financial returns. We believe that the “Profit Center” approach will provide us with the tools and framework to succeed in our efforts to improve KOC’s commercial performance,” Mr. Al-Khamees concluded. Several key areas to both KOC and KPC have been identified, particularly

The Profit Center is a strategic commitment undertaken by KOC leadership, which we believe will assist us in achieving the 2020 strategy by improving commercial awareness, maximizing financial performance and enhancing value for the stakeholders.

(Mr. Khaled Al-Khamees)

revenue and fiscal terms for gas, exclusion of non-core costs, changes to employee incentives, and greater flexibility to utilize savings in expenditure.

Mr. Abdul Aziz Al-Mansour, Manager, Financial Services Group, also expressed his views on the Profit Center Project, “I would like to point out that the success of the Profit Center will ultimately be dependent on the collective efforts and commitment from all KOC staff who will contribute during the various aspects of the project, the workshops participation, feedback etc. The biggest challenge to be overcome is the change in mindset required from our staff during their day to day operations. The mindset should change from a cost focus to a value driven commercial focus and should be reflected in our decisions and business processes.”

According to Mr. Al-Mansour, the Profit Center campaign will use internal resources, including a Change Management Task Force from FSG, Assets, and Planning and Support Directorates, along with the Public Relations and Information Group, and will run during the month of March 2008. Activities will include distribution of campaign materials, as well as presentations and workshops. “Through the roll out campaign we intend to communicate the concept of the Profit Center, its impact, and the tools available to management in the form of financial key performance measures which will enable us to track our financial performance and measure our targets”, he said. Mr. Al-Mansour concluded by saying, “I would like to convey my sincere thanks and appreciation to the excellent support given by KOC leadership, especially the DMD (A&F), who is the sponsor of the Profit Center at KOC. His vision, guidance and involvement in the project have been crucial and have enabled us to overcome all the challenges, as a result of which today we are in a position to communicate the Profit Center concept to KOC staff.”

Team Leader, Systems and Policies, Financial Services Group, Mr. Abdul Rahim Al-Awadi, gave an overview of the campaign strategy; the target group will be deputy managing directors, managers, team leaders, senior staff, and group planning coordinators, who will partake in workshops during the month of March. As part of the workshops, managers will be provided with financial targets and requested to make decisions. The impact of the decisions will be visible in the business model and managers will be able to see how their decisions affect the profitability of the company. A questionnaire designed to gauge the knowledge level of company



presentation of objectives to the committee

staff regarding the Profit Center was sent out in January and results were used to tailor the campaign materials. “We will also come out with a survey after completion of the campaign. The results of the survey will be compared with the pre-campaign survey to assess the success of the campaign”, Mr. Al-Awadi said.

The Profit Centre and its activities will continue through a

support mechanism run through the group planning coordinators, who will act as change agents. They will be able to deal with all Profit Center issues, including analysis of reports, variance in performance, etc. They will also arrange for training programs relevant to the Profit Center, which will be conducted through the Training and Career Development Group.



participants of the Profit Centre Committee Workshop



Safe Driving

Highlighted at Kuwait University

Kuwait University recently organized a three-day event where various non-profit organizations focusing on health and safety and volunteerism were able to better inform students and staff. The event was financed by the Ministry and the target audience was young people between the ages of 18 and 25. Twelve organizations participated and KOC was represented by a part of the HSE Team (see inset). The event took place in the main hall of the College of Social Sciences and was opened by Sheik Talal Al-Khaled Al-Sabah. The event was very well attended and the KOC booth handed-out over 200 packages on the first day alone.

Mr. Mohammed Al-Thuwaihi, Manager and Head of Alumni,

List of Booth Participants

- Kuwait Oil Company - HSE Team
- The Perfect Mother
- Kuwait Volunteer Association
- CAN – Cancer Aware Nation
- Unique Magazine
- Challenge
- Rekaz – Program for Moral Issues
- National Project for Energy Conservation
- Ghiraes – National Drug Prevention/Awareness
- Campaign for Moral Issues for Youths
- Training of KU Social Sciences

explained how the idea for the exhibition came about. “Friday is family day where people go to the malls and out for coffee. By chance I saw a CAN booth and spoke to them. I got the idea to promote social issues, to develop relations not only with CAN, but with other organizations as well.” His aim is to bring awareness not only to students, but also to society.

The KOC booth, which was organized by Mr. Saeed Jawhar and Mr. Ali Mirza, demonstrated the importance of traffic and car safety. The Kuwaiti Digest spoke with Mr. Saeed Sami Jawhar of HSE regarding the event. He stressed that simple safety procedures, such as wearing a seatbelt, can save lives. According to Mr. Jawhar, most people in Kuwait do not wear seatbelts even though many injuries could be prevented by this simple measure. Also, it is wrong to assume that buying an expensive car will keep one safe; it is not the car that will save one, but rather appropriate behavior and increased awareness.

As a demonstration, a film showing a car traveling at only 50 kilometers/hour indicated how the driver and passengers could be injured just by not being belted in. Another video brought home the point by showing the emotional reaction of family members to the injury and death of loved ones.

Other topics explained at the booth included the importance of routine vehicle maintenance, the wear and tear on tires, use of appropriate tires on vehicles, why mobile phones should not be used while driving, the consequences of not respecting driving regulations, and paying careful attention to other users of the road.

Different booklets on road safety, such as international road signs and what they mean, proper parking, how to drive in various conditions such as fog and sand, and the 12



explaining the driving simulator

Golden Rules of driving (see inset) were distributed. One common myth is that tires fail because the car is driven over a sharp object, when in actual fact most tires fail because of tread separation primarily due to under-inflation. As a result, tire pressure should be checked on a weekly basis.

One of the students attending the event, Mr. Sulaiman Al-Khayri, a fourth-year political science major, had the following to say, "Road safety does not exist in Kuwait. It would be good to have a compulsory driving test every ten years or so, particularly for older people". Mr. Al-Khayri had

12 Golden Rules

1. Think safety
2. Drive safely
3. Observe all traffic signs
4. Comply with traffic signs
5. Obey speed limits - speeding is a disciplinary offence
6. Fasten seatbelts
7. Keep your distance
8. Drive defensively and show consideration for others
9. Refrain from using mobile phones while driving
10. Refrain from smoking and eating while driving
11. Follow the going in/out procedure
12. Report all accidents and near misses



Mr. Saeed Jawhar, Snr. Engineer Services (S&EK), Sheikh Talal Al-Khalid Al-Sabah, Mr. Abdulla M. Al-Awadhi, TL HSE (S&EK), and participant



crashed car brings home the point to slow down

previously never heard about road safety and did not go to a licensed driving school; he said he learned to drive by watching what his father was doing. He felt that it was important to bring road safety to the schools in order to stress awareness to a much younger audience.

In the future, the HSE team hopes to contribute to a safe driving culture by building a mini traffic area with roads and signs so that children, riding bikes, can learn

and practice safe driving. HSE will also continue with its campaign to increase safety awareness, particularly when it comes to driving, within the State of Kuwait and more particularly amongst KOC contractors, KOC employees and Ahmadi residents.

As of May 1st, 2008 it will be against the law to use a mobile phone while operating a vehicle.

Long Live KUWAIT

During the month of February, Kuwait celebrated both its National Day (February 25th) and Liberation Day (February 26th). Both dates are tied historically to international events.



The Governor of Ahmadi,
HE Sheikh Dr. Ibrahim Al-Duaij Al-Sabah,
addresses the crowd

Due to its geographical location, Kuwait has served since ancient times as the gateway to the Middle East. As a result, the people of Kuwait have drawn upon the wisdom of countries around the world and have used this knowledge to power their own growth. In the recent past, the discovery of oil resulted in a nation of mainly fishermen and traders being transformed into a diverse and developed country offering state-of-the-art amenities, infrastructure and technical excellence. Today, Kuwaitis are proud of their modern

state while remaining closely tied to their history and traditions.

In 1897, Kuwait sought British protection against possible expansion by the Turks. Subsequently, Kuwait became a British protectorate and continued to be so until June 19, 1961 when the British granted independence to Kuwait. It was after the Arab League recognized Kuwait on July 20, 1961 that the country was finally truly free. National Day was celebrated on June 19th until 1965 when Sheikh Abdullah Al-Salem Al-Sabah passed away. Since he was so important



Mazen Al-Sardi
Deputy MD Technical Services



Mr. Ismael Al-Khawari



fireworks light up the sky on closing day

to the development of modern Kuwait, it was decided to change the national holiday to the date when he ascended the throne, 25th February, 1950. Liberation Day, on the other hand, celebrates the liberation of Kuwait by a multi-national force in February 1991, after 7 months of Iraqi occupation.

On the 47th anniversary of National Day and the 17th anniversary of Liberation Day, His

Excellency Sheik Dr. Ibrahim Al-Duaij Al-Sabah (Governorate of Ahmadi) shared his thoughts on the celebrations with the Kuwaiti Digest. His Excellency, Sheik Dr. Ibrahim Al-Duaij Al-Sabah mentioned how the collective resolve of the Kuwaiti people had pulled the nation through turbulent times. "This is an important moment in our history and (I would like) to articulate what we feel for our country and leadership, summarizing all that has happened in Kuwait through 400 years since the establishment of this small country, with the will of the Kuwaitis pulling through all these historical aspects including

occupation. I do not think we will forget what has happened to Kuwait. Thus I appeal to all Kuwaitis to identify with exactly what happened to them, to stick to their national unity, preserving and protecting our generous country against its enemies both inside and out, to live and stand together as we have stood for 400 years until now. His Excellency also went on to say, "To repay the many generous gifts our country has bestowed upon us, we must respect our flag, our country, and our leadership. I would also like to take this opportunity to thank all the participants in this festival for what they have done. I wish you all good luck, success and good health. Long live the Amir, long live Kuwait".

The first of the celebration days dawned on a crisp, gusty spring morning in Ahmadi as the familiar sound of roosters crowing welcomed the first of the school buses to arrive. While the early morning sun cast long shadows across the park, the buzz of excited children filing into dressing room tents to get changed in preparation for the opening celebration performance reflected the growing feeling of optimism. Amongst the teachers supervising the pint-sized performers was Nada Ghareeb a music teacher with Om-Aiman School. Overseeing twenty five excited girls



Mr. Ibrahim Al-Failakawi shows his work



Governor HE Sheikh Dr. Ibrahim Al-Duaij Al-Sabah & ceremony participants



dancing at the opening ceremony



traditional singing and drumming



HE Sheikh Dr. Ibrahim Al-Duaij Al-Sabah listens to explanation by Mr. Abdulrahman Al-Shammari, TL Information

is no easy task, but Nada managed to spare a few moments to introduce the Kuwaiti Digest to one of the participants. Dressed in a pretty multi-colored shiny dress, 10 year-old Nawal said they had been practicing for two weeks and although nervous, she was thrilled to be dancing.

It was show time, so the petite performers walked apprehensively onto the stage. Music surged out of the speakers while lights burst into life, flooding the stage with rays of blue violet green red and gold. The future of Kuwait proudly danced through their routine while waving the national flag and declaring the Ahmadi 47th Anniversary of National Day and the 17th Anniversary of Liberation Day Festival open!

Outside at numerous locations

across the site, traditional dance and drum group 'Dayem Al-Saif' performed the 'Ardha', a folkloric dance ritual once executed before going into battle. Dressed in traditional Dishdashas of gold and black, the 20-strong group split into two lines, faced each other and began a spine chilling yet melodic chant. As the chant increased in intensity, drums thunderously entered the arena creating an atmosphere of intense anticipation as the opposing chanting men drew their swords. The flash of cold hard steel as the blades were swung caught the sunlight and sent a spray of sparkling reflections. Transfixed by the spectacle, young

and old alike stood wide-eyed and open-mouthed.

Ismael Al Khawari, Team Leader - Building & Maintenance at KOC, clarified that his team designed the festival to reflect the history and culture of Kuwait. "We decided that this celebration shall be traditional and represent the history of Kuwait. Most of our artists come from a traditional backgrounds and will be performing authentic Kuwaiti/Arabic material", he said. One of the artists was Mr. Ibrahim Al-Failakawi, a 58 year-old traditional craftsman, who has proudly been modeling Kuwaiti boats for over 30 years. He explained the history of



boy in traditional town



traditional dancing



Mr. Khalid Madhi Al-Khamees, C&MD Sami Fahah Al-Rushaid and HE Sheikh Abdullah Al-Ibrahim Al-Duaij Al-Sabah at the closing ceremony



reading poetry

one of his boats, "This type of vessel is called a Batir. It was about 40 meters long and could carry around 22 tons and was used for transporting goods. They would load the 'Batir' with merchandise in Iraq and then set sail for India, where of course they would trade their merchandise and return." The fact that it takes Mr. Al-Failakawi approximately one month, from start to finish, to complete a medium-sized (1meter) replica, is testimony to his love of the craft and keenness to share the beauty and history with others.

The second day of the celebrations saw thousands more visitors pass through the Ahmadi

Festival gates. An attraction which proved to be a crowd favorite was the 'Traditional Village', a place where one was transported back in time. Huda Ahmed, who was responsible for the conception of the village, has devoted much of her life to the preservation of traditional Kuwaiti customs. Mrs. Ahmed escorted the Kuwaiti Digest around the traditional village, giving an intriguing insight into the lives of Kuwaitis hundreds of years ago.

Day three, the concluding day of the festival and under the auspices of His Excellency Sheikh Abdullah Al-Ibrahim Al-Duaij Al-Sabah, was

the most widely attended with the parks swelling to capacity. In the evening, the true splendor of the Ahmadi venue could be fully appreciated as colored lights seemed to magically hang in the sky. Supported by hidden trees, bushes and buildings, they created a canopy of twinkling stars which set the perfect atmosphere for the next performance: the recital of traditional Kuwaiti poetry. The celebrations were completed with a tremendous firework display which lit up the sky in colors of red, gold, purple, and green. The crowd, excited and proud, gradually left the grounds with the words of His Excellency Sheikh Dr. Ibrahim Al-Duaij Al-Sabah in their minds - 'Long live the Emir, long live Kuwait'.

AWARD Winning Book now with Kuwait Focus

The second edition of the award-winning book, 'Al-Naft', was recently published and is ready for distribution. Written by Dr. Mohammed Osman of KOC, the original edition was published by the United Arab Emirates University Press and received the award for 'Best Book of 2001'. While the first edition had a UAE focus, the revised second edition is based on the Kuwait oil sector.

Dr. Osman, who was a professor at UAE University at the time of the first edition, wrote the book for the purpose of educating non-petroleum and non-geology students. The book, which took one year to develop, was adopted as a textbook for one of the UAEU general elective cultural courses named "Al Neft", where many students across different colleges were enrolled. It gave a general overview of the oil industry as well as UAE specific information.

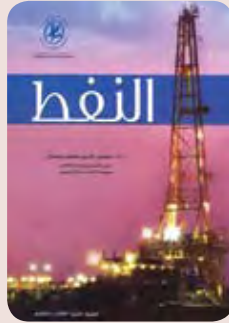
Upon returning to KOC, Dr. Osman was encouraged by Dr. Adel Al-Abbasi, Manager of Research and Technology Group, to revise the book, this time with a Kuwait focus. According to Dr. Al-Abbasi, "the book is a good opportunity for KOC to increase public knowledge. For

instance, there is a misunderstanding about oil reserves; people think that oil is like a river but the actual details of the reserve are very complex. It is also important for people to understand the backbone of the economy in Kuwait. The book will be good for the image of KOC."

In the second edition (see inset), approximately 90% of the book is general to the oil industry as a whole, while 10% is country specific. The book also includes sets of questions at the end of the book covering different chapters to ensure that key points are understood, references, a glossary of scientific terms, pictures of the oil industry in Kuwait, and pictures of the KOC Chairmen from past to present.

Mr. Abdulrahman Al-Shammari, Team Leader Information, explained that printing of the 'Al Naft' book was completely financed by the Public Relations and Information Group at KOC. The first print run of 5,000 copies will be given to various Kuwaiti and other Arab target groups such as government ministries, universities, schools, and KOC partners. Mr. Al-Shemmari also feels that the book will be of benefit to students as well as business people who are often limited to a specific area of the oil industry and may lack an understanding of the entire process.

Although an English version is not available, KOC is considering having the book translated.



Chapters in the Al-Naft Book

1. How oil is formed
2. How to discover oil reserves
3. Oil and gas reserves
4. How to drill
5. How to produce and transport
6. How to refine
7. How to overcome the negative effects on the environment
8. International Organisation in the oil sector
9. Oil industry in Kuwait Oil Company
10. The effect of oil on the economy of Kuwait



Dr. Mohammed Osman
Senior Specialist, R&T Group



Dr. Adel Al-Abbasi
Manager of R&T Group



Mr. Al-Shammari
TL, Information



Mr. Samih Sarhan

KOC employee Mr. Samih Sarhan, Senior Occupational Hygienist, attended the 7th Conference for the International Occupational Health Association (IOHA) in February 2008 in Taiwan. At the conference, he presented a paper on the importance of occupational health.

Occupational health refers to the physical and mental health of employees and involves all sectors of the workplace. In a proactive sense, it means preventing work-related diseases while at the same time ensuring the emotional health of employees. Occupational hygiene, which is a sector of occupational health, is the science and art devoted to anticipating, recognizing, evaluating and controlling factors in the workplace that could cause occupational health problems.

Mr. Sarhan explained the three main professions (physicians, nurses, and hygienists) in occupational health, including their roles. The physician is trained in the cause and effect relation of chemical and physical agents and is attuned to signs and symptoms of chronic and acute exposure (see inset). The occupational nurse is often the only health professional on-site and is present to dispense medication, administer first-aid, record relevant information, and assist the physician in examinations. The occupational

The Importance of

Occupational Health

hygienist has the responsibility of recognizing and evaluating hazards and recommending how to control them through engineering, use of appropriate administrative procedures and use of personnel protective equipment.

At the conference, KOC's specific hazards and how they were dealt, with were explained. For example, chemical hazards were identified and evaluated in cooperation with Kuwait University and levels were found to be below the national and international occupational exposure limits (OEL). Also, chemicals are brought into the facility in 200l drums, which constitutes an ergonomic hazard. This will be rectified by the use of bulk supply. The most widely identified physical hazard at KOC is noise. Levels are

continually recorded at various high-risk locations such as Condensate Recovery Units and main pumps, and employees are required to wear protective equipment in areas where noise levels exceeded the allowable limit of 85dBA. Extreme outside temperature is also taken into consideration and KOC follows the Ministerial order 157/2005 of suspending work in open areas from June 1st to September 1st from noon to 4pm.

Mr. Sarhan concluded his presentation by stating, "Health and safety should not be a negotiating factor when dealing with people's lives. We all have a responsibility at work, and the supervisor/manager has a due diligence to protect and ensure that workers are not at risk when they come to work."

Role of the Occupational Physician

- Conduct pre-placement physical examinations
- Determine employee responses to the work environment
- Correlate employee complaints with potential hazard areas
- Undertake special biochemical tests to determine if normal bodily functions have been impaired
- Provide employees with medical guidance on general health problems and in relation to the physical requirements of the job
- Through physical examination, select workers for job assignments where pre-existing conditions will not be aggravated nor will the worker's presence endanger the health and safety of others.

GCC – Oil/Gas Companies Materials Co-ordination Meeting

KOC welcomed 22 Members of the six GCC oil and gas companies on March 25th and 26th for a two-day meeting. The first day, which was a casual ice-breaker, took place at the KOC Spring Camp, away from the office environment, and involved a session on stress management, an open round-table discussion on how to measure the performance of buyers, and an update on the last meeting as well as feedback from the Steering Committee.

The morning session opened with greeting from Mr. Jasser Al-Jasser, organiser of the event. He was followed by Dr. Taysir Al-Asi, Head of Preventive Medicine & Occupational Health at KOC, who spoke about work related stress and how to deal with it (see inset). Although stress can exhibit itself in many ways, some common signs include insomnia and resulting sleep loss, lack of concentration, and inability to control anger. Stress levels amongst KOC employees were measured using an American Institute of Stress questionnaire of 12-14 questions and the results were then analysed. 51% of employees exhibited low stress levels, 28% moderate, and 21% high levels. 15% or less for high stress levels is considered acceptable. Interestingly, those employees under the age of 40 showed more stress (26% were highly stressed) compared to employees over the age of 50 (13% were highly stressed). Any KOC employee can register for a stress course, part of which recommends exercise to counteract stress.

Anger may give you a false sense of power, but it will generally leave you looking bad.



Mr. Ahmed Al-Zahrani presents

According to Dr. Al-Asi the level of physical activity among KOC employees needs improvement since over 61% of employees are considered inactive (active being exercising minimum half an hour three times a week), 34% slightly active and only 5% active. Simple exercise, such as walking, uses up extra adrenaline caused by stress while releasing endorphins which act as a muscle relaxant and pain killer, not to mention the fact that it can also result in weight loss, increase blood

circulation and the level of good cholesterol, and lower bad cholesterol.

The second session, the roundtable discussion, focussed on measuring performance of buyers including systems being used to measure buyer performance and discrepancies with buyers.

Mr. Mahmoud Al-Damkhi, Team Leader Purchasing I, chaired the last Minutes of Meeting (MOM), while various organisations presented their topics. He also outlined decisions that the Steering Committee had made (see insets).

Day two of the meeting took place at the Al-Manshar Rotana Hotel, where representatives from the various companies gave presentations. Mr. Ahmed Al-Zahrani of ARAMCO spoke about the 'Stocker-Distributor Model in Saudi ARAMCO' including the evolution of the purchase agreement, business drivers, the business model, SD requirements, success factors and success stories. He mentioned that motivation was the key factor in the success of the model and that convincing the owners of the companies concerned, rather than the managers, was critical. Proactive attitudes, ERP/MRP systems, and measuring and managing

How to Get Stress Relief

- Breathe deeply
- Practice muscle relaxation
- Be physically active
- Talk it over with someone you trust
- Give in occasionally and give the other person a chance
- Change your attitude and accept what you cannot change
- Be realistic and set achievable goals
- Work off your anger
- Smile
- Try to avoid multi-tasking
- Plan for recreation and hobbies



delegates from the GCC companies listen to the presentation

were also important factors. He concluded that the business model can be tailored to each company's specific needs and in addition to improving the level of service, it will also help develop the local economy and result in a win-win for all parties.

The second presentation, 'Identification of Alternate Materials for Single Source Stock Item', given by Mr. Nabil Ghaleb of ADNOC, focused on the potential problems of relying on one source, such as poor

quality of the product, long delivery times, and increasing costs. Searching out additional sources has benefits including a reduction in lead time, a decrease in unit price, a decrease in repair costs, a decrease in required stock levels, and an increase in after sale service.

Mr. Saeed Al-Mansouri from ADCO gave the third presentation entitled, 'Drilling Mud Chemicals'. He pointed out that the price of chemicals was increasing due to a decrease in

production in Europe, and increase in local demand in China and India, and an increase in global consumption. This increase in price is resulting in a trend to introduce inferior quality products to the market. It is also resulting in long delivery lead times of up to 10 weeks. The consequences to production include zero stock resulting in the risk of operational disturbances and a need to use sub-standard products while seeking out alternative sources. Solutions to the problem include having long-term agreements, buying from several vendors, awarding projects only once the source has been secured, using local manufacturers, and improving forecasting. He also suggested increasing stock to a one-month supply and having the suppliers have a two-month supply on hand.

Ms. Wadha Al-Akrooka, Senior Specialist at KOC, was the final presenter with 'Materials Data Clean-up Project at KOC'. She explained how the Passport 2000 was being replaced with MAXIMO with the aim of creating effective master material data, standardizing the KOC Cat-ID, preventing future data corruption, and creating a sustainable system of maintaining the Cat-ID. The transfer involves four phases: analysis phase; pre-qualification phase; contract phase; and data clean-up project implementation phase. The final phase will take about one year to complete.

The session ended with an update on the Steering Committee by Mr. Menahi Al-Anzi, Manager of Gas Development Group at KOC, followed by a question and answer period.

Last Minutes of Meeting Update

1. Success of Supply Chain Management (SCM) activities in GCC. (KOC)
2. Electronic Supply Chain Management (ESM) strategies and QP group companies inventory data sharing project (QP)
3. HSE (QP)
4. Effectiveness of Just in Time (JIT) purchases and vendor managed stocking (KOC)
5. Commercial Strategies (ADCO)
6. Overview of group activities and KPI's (QP)
7. Inclusion of new members (Contacts Organizations)
8. GE business status



group photo at Spring Camp

Management & CAEs 2nd Away Day

On the occasion of the 2nd annual Management & CAEs (Circular Appointed Employee) Away Day on the 6th of March 2008, Chairman and Managing Director of KOC, Mr. Sami Al-Rushaid, welcomed the attendees and thanked them for their accomplishments in various fields. He highlighted that production capacity at KOC has increased to 2.6 MMBOPD and storage capacity to 17 million barrels. Gas production has also started and is on track to produce 175 MMSCFD. "One thing I have to underline over and over again – gas. We have to expand the gas exploration process and limit gas-flaring," he emphasized. Mr. Al-Rushaid also expressed the importance of each person to KOC's security and safety systems, in particular, to the goal of reducing accidents as much as possible. In addition, he encouraged all employees to follow the HSE procedures;

an audit process will be implemented soon to identify any gaps. Mr. Al-Rushaid ended his speech by mentioning the conversion of the company to a profit centre in March and the new contracting system, which aims to attract the best international contractors to the company.

Mr. Abdul Khaleq Al-Ali, PR and Information Manager, was the Master of Ceremonies for the day, as well as the head of the organizing committee. "This day has a special taste," he said. He welcomed the newcomers to the management group and presented them with welcome gifts.

The Away Day, which serves the purpose of breaking down barriers by bringing top managers together in an environment of fun and teamwork, entailed various



group competitions



all in good sport



group photo at Away Day



enjoying outdoor activities

sports competitions and fun games. In addition to team sports such as volleyball, soccer and basketball, participants also had the opportunity to race desert pedal-cars, play chess and ping-pong, and ride camels. After the outdoor activities, participants came together in the diwaniya tent to participate in a quiz with questions ranging from culture to the oil industry. The good-natured game ended with every participant 'winning' a prize. One of the prizes was a leather bag donated by a



staying fit with football

KOC employee who, according to KOC company policy, had declared the gift. The grand prize of the day was a KD1,500 return-trip to Dubai with two nights in Burg Al-Arab.

Away Days have existed for the past several years and various groups within KOC organize their own Away Days. They usually occur on a semi-annual basis and are a means of rewarding employees for their service while increasing team spirit and cooperation.



DMDs enjoying the day



displaying skill at Karam



Fireman's Day:

Appreciation and Recognition

The parking lot at Souk Sharq mall was lined with shiny red firetrucks from all over Kuwait on Thursday, March 20th, 2008. In addition to various types of trucks, including rescue, breathing-apparatus, 54m aerial ladder, road traffic collision, utility, command control, and crash tender, there were also fire boats and

hover crafts. The HAZMAT (Hazardous Material) team was also present to demonstrate their special equipment used in dealing with contaminated areas. Inside the mall, tables were set up with photos and information regarding fire-fighting activities including road traffic and diving rescue.

public a chance to see the equipment up-close and to ask firemen questions. Many excited children attended the event, some even dressed in fire-fighter uniforms, and amused themselves climbing in and out of the trucks and watching the display of water coming out of the fire boats.

KOC contributed to the day with the showing of an old firetruck from the 1970s and a 40 year-old Ziegler pump. Mr. Ali Al-Bairami, who came up with the idea to use the old equipment, organised the KOC presence. His idea was to highlight the capabilities and opportunities of the KOC fire department working with the state fire brigade to achieve the same goals. It was also a chance to show the public how the various fire departments work together. He purposely chose the old equipment, both in very good condition, to emphasize the history of fire-fighting. His plan is to have an even bigger KOC presence next year.

This year marks the 6th anniversary of Fireman's Day organised by the State Fire Service Department. The official inauguration, under the auspices of the Prime Minister, HH Sheikh Nasser Al-Mohammed Al-Ahmed Al-Sabah, represented by Mr. Faisal Al-Haji, Deputy Prime Minister and Minister of State for Cabinet Affairs, comprised a welcome speech and recognition of the difficult and challenging job facing fire-fighters.

Firemen and their equipment from all over Kuwait were brought together in a show of appreciation and recognition. The event also gave the



Brigadier Yousef Al-Ansari, Deputy Director for Fire-fighting and Training; Ali Al-Bairami, Team Leader Fire; Major General Jassem Al-Mansouri, Director General of the Kuwait Fire Service Department; Sulaiman Al-Somali, Manager Security Fire Group; Brigadier Ameen Abdeen, Deputy Director of Fire Prevention & Protection; Ishaq Al-Qaed, Fire Officer



dignitaries view old firetruck and joke with firemen



Mr. Ishaq Al-Qaed explains the Ziegler pump to Fr. Faisal Al-Haji and other dignitaries



rescue boats and fire-fighting boats



children in fire-fighter uniforms in front of ladder truck

KPC Training & Career Development Sector Open Day at KOC Spring Camp

In the south of Kuwait, close to the Saudi border, lies the Kuwait Oil Company's Spring Camp. Surrounded by colourful Kuwaiti and KOC emblem flags, the camp, which was originally part of the southern gas project, was built three years ago and is now used as a get-away. Complete with playgrounds, sports fields, basketball courts, individual tents, a diwaniya, administrative and security and medical offices, as well as a restaurant, the area is being further expanded through the construction of a large hall that will hold a ballroom, several restaurants, and an indoor swimming pool. Named the Spring Camp, it is available for use from December – April.

Although owned by KOC, the camp is also utilized by other K-companies including KPC, who held a KPC Training & Career Development Sector Open Day on March 19th, 2008. Mr. Basem Al-Issa, Manager of Planning and Career Development at KPC, explained that Sheikha Shatha Al-Sabah, who is the Managing Director for the sector, initiated the idea of having a one-day excursion, bringing not just KPC employees, but also employees from the other K-companies working in training and career development together.

Mr. Al-Issa, along with Mr. Ahmed Al-Saddah, Manager of Training at KPC, Mr. Fouzi Al-Qassar, Team Leader for General Training at KPC, Mr. Fadel Jerman, Manager of the CEO Office at KPC, and Mr. Nawaf Al-Qahtani (title) organized the activities for the day. Over 50 participants from the various companies were invited from KPC via the Learning and Development Council at KPC. "This event allows the whole staff to get closer together and develop a network. It also allows for the breaking down of

barriers between the different levels within the company", Mr. Al-Issa explained.

The event was started with Mr. Jerman welcoming everyone. An ice-breaker consisting of quizzes between teams from different tables resulted in peels of laughter and much amusement. The trivia questions focused on the oil industry and its history, as well as general knowledge including the date of Prophet Mohammed's birth. Two well-known comedians, Mr. Tareq Al-Ali and Mr. Ben Hindi, added to the humour through comedy skits and teasing of most members of the audience.

According to one participant, Mrs. Reema Razal, Secretary for Team Leader Mr. Khalid Al-Azmi, "It is a wonderful day. It is the first chance for the employees to have

all levels in the company, including the Managing Director, here with them." Mr. Bashar Al-Khashti, Group Planning Coordinator at KOC in the Training and Career Development Group, and one of 8 KOC participants, was impressed with the event. "It is fantastic, by far the best Away Day I have attended," he emphasized. He was particularly pleased with the games, including the comedians, and with the rewards.

According to Sheikha Shatha, "It is a wonderful day and a chance to gather together people so that they can better cooperate with each other. It is also a chance to develop rapport outside the area of work." Although this is the first event of its kind for the KPC sector, Sheikha Shatha would like to see similar Away Days occurring every couple of months.



participants enjoy the comedy entertainment



organizers of the event Mr. Fadel Jerman, Mr. Basem Al-Issa, Mr. Ahmed Al-Saddah, Mr. Fouzi Al-Qassar and Mr. Nawaf A-Qahtani



Mr. Fadel Jerman, Mr. Ben Hindi, Sheikha Shatha Al-Sabah, Mr. Tareq Al-Ali and two contestants joke with each other

New Surgery Now Available in Kuwait



Dr. Essam Zaher

As the sand, whipped up by the prevailing winds, whistled around outside Ahmadi Hospital, the tall, confident, well-mannered Dr. Essam Zaher, Consultant, Orthopedic Surgeon and Head of Orthopedic Unit, Ahmadi Hospital explained to The Kuwaiti Digest the advantages of Articular Surface Replacement (ASR). ASR is an alternative treatment to hip replacement and is available, for the first time, in Kuwait.

Hip resurfacing has always made intuitive sense and different types of prosthesis made from a variety of materials have been tested since the early 1920s. Modern hip resurfacing was first developed in the 1970s. The early implants were manufactured with metal bearing on thin polyethylene,

which experienced a high rate of failure. The failure was attributed to using the wrong material as well as to early loosening due to poor manufacturing tolerances between the bearing surfaces which caused early loosening of the components. Resurfacing made a comeback in the early 1990s by changing the material and using metal-on-metal bearings. The results have been far more positive since manufacturers' understanding of the materials has also improved.

To better understand this new-to-Kuwait surgical procedure, it is important to understand the hip joint. The hip joint is a 'ball and socket' joint and allows movement to occur between the thigh bone (femur) and the hip bone (pelvis). The pelvis contains the 'socket' called the acetabulum. The ball-shaped head of the femur fits into the acetabulum, forming a ball and socket joint that enables the leg to have a wide range of movement. The outer surface of the femoral head and the inside surface of the acetabulum are covered with cartilage. The cartilage is a tough

and very smooth material that allows the two surfaces to slide against one another with ease during movement. Envelopes made of tough ligaments connect the pelvis and femur, covering the joint and stabilizing it. The hip joints' movements are initiated and controlled by the thick muscles of the buttock at the back and the thick muscles of the thigh at the front. A healthy hip joint allows the leg to move freely within its range of motion while supporting the upper body and absorbing the impact that results from activities such as walking and running.

Dr. Zaher explains ASR: "What we are talking about is the resurfacing of the hip joint for young patients who have good quality of bone (but) are suffering from osteoarthritis or a trauma of the hip joint. This is a new technique and by using this technique there is no need to sacrifice the hip joint, which remains in place. We just cover the surface of the bone and joint with metal, so this is metal-to-metal. Before this, we were cutting out the head and neck of the femur and replacing it with a metal and



x-ray showing new hip



patient Mr. Salah S. Taqi with Dr. Essam Zaher

plastic cup (metal-to-plastic full hip replacement). The advantage of this new procedure is that the original hip joint is not removed. Also, if you need a full joint replacement later on it will be as if it's for the first time. In short, we are buying valuable time for the patient."

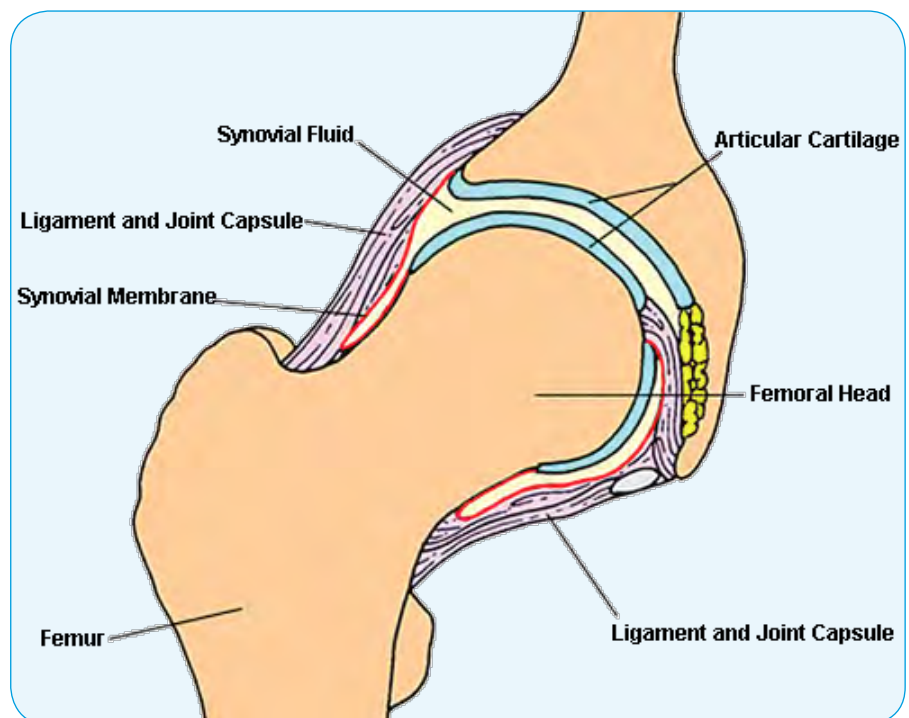
Dr. Zaher added: "By using ASR you can, upon recovery (approximately 6 weeks) return to full activity without restrictions. So you can even enjoy your skiing, cycling, football, rugby, anything you were doing before your hip became diseased. What we are doing is buying time for the patient. This kind of medicine will last between 15 and 20 years. If it fails, patients can have the more conventional form of complete hip replacement, which will provide another 15-20 years of service; by this time the patient would be very elderly, thus covering the whole life." Dr. Zaher is currently using the fourth generation, or most recent prosthesis, which has been used in the USA and the UK for the last 8 years.

Dr. Zaher introduced The Kuwaiti Digest to Mr. Salah S. Taqi, Coordinator- Public Relations Officer at KPC, who on the 7th of Feb 2008, became the first person in Kuwait to receive this kind of

treatment. Mr. Taqi said that before the surgery he was in constant pain that had become so bad that he could no longer do his job, but since the surgery the pain had gone. In excellent spirits he said, "There is no more pain, Alhamdulillah, and now I am working hard in physiotherapy so I can soon return to my work". Mr. Taqi then, quite remarkably,

proceeded to walk around his bed and offer his visitors Arabic coffee and sweets.

Dr. Zaher concluded that although injury through trauma (car accidents, etc) is unavoidable, one can minimize the risk of osteoarthritis through regular light exercise and generally taking care of oneself.



Golden Anniversary for KOC Retiree



Mr. James Martin

“KOC was my Kuwait – and gave me and my family a way of life which will live with us forever.”

James W. Martin, a Scotsman and former KOC employee was in Kuwait recently and celebrated the Golden Anniversary of his initial arrival in Kuwait. The Kuwaiti Digest went along to see Mr. Martin for a nostalgic trip down memory lane and to find out more about this

remarkable milestone.

Accompanied by his wife, daughter, and son-in-law, Mr. Martin toured various locations in KOC and Ahmadi. “I am overjoyed to be given the opportunity to revisit the refinery, previous residences and KOC facilities, etc. The welcome given to us by KOC personnel was outstanding. On a personal note, I was delighted to meet up again with one of my early trainees, namely Tannous Diab”, he enthusiastically stated.

Mr. Martin arrived in Kuwait in 1958 from Scotland, where he had been working at the British Petroleum laboratory in Grangemouth. It was at the lab that he met KOC employees who were there for training. It was also at this time that he, along with other BP employees, started thinking about the possibility of working in Kuwait. Being a family man, he had his family’s best interests to take into consideration. “To be very honest, I had to go look Kuwait up on a map to find out where it was!” he proclaimed. He decided, along with a colleague, Mr. Adam Scott, to visit the KOC office and was subsequently granted an interview. Although he was not blatantly

turned down, he was told that all the positions had been filled. He was a bit surprised when a few weeks later he was called back to London and offered a job in refinery operations. As his previous work had been exclusively in the laboratory, he was reluctant at first to take a position where he had no practical experience. But he was assured that he would be taught all he needed to know.

His training turned out to be learning through observation and following up and talking to people. “This was what training was, for the refinery at that time. I went on to become the first refinery operator”, Mr. Martin explained. He went back to laboratory work only once for a few months after an explosion killed one man and badly injured another. But refinery operations was in his blood and he left the lab for good.

After 22.5 years of service at KOC, Mr. Martin retired and returned to Scotland in 1980. He witnessed many changes during his time in Kuwait; “when I first came out here the airport was approx. around the 3rd ring road, which is now in the middle of the city”, he elaborated. In 1958 there was a shortage of housing and Mr. Martin was not able to get married accommodation. He was pretty much guaranteed a house after two years, so he and his wife, who had come out to Kuwait on a scheme called the ‘summer bride’, spent the following two years moving from one house to another as the occupants of the houses took leave and temporarily vacated the premises. He and his family were here during the invasion of 1966, but decided to stay due to the presence of the British military and the feeling of safety in the city.

It was with warm memories that Mr. Martin remembered his time in Kuwait. “KOC was my Kuwait – and gave me and my family a way of life which will live with us forever,” he recalled. Although he and his family were sad to leave Kuwait, he knows that happy memories will stay forever.



Mr. James Martin and family visit KOC

Marquis Who's Who



Since 1899, Who's Who in America® has chronicled the lives and careers of America's most noteworthy men and women. The founder, Albert Nelson Marquis, selected 8,602 distinguished people for the First Edition in 1899.

For over a century, each new edition featured the nation's highest achievers, including many high profile names. But it is not just the inclusion of famous names that makes Who's Who in America an important reference work; Who's Who selects remarkable men and women from all significant fields of endeavor from business and politics, to healthcare and science, to entertainment and the arts - making it a valuable reference for a wide variety of uses.

Today, the family of Marquis Who's Who has grown to include the biographies of millions of leaders and achievers from around the world. With the importance of globalization, Marquis recognized the need to focus on leading citizens from all over. The following two issues are important issues with an international perspective:

1. Who's Who in the World provides

access to over 60,000 personal profiles, including: heads of state; scientists; physicians; judges; attorneys; ambassadors; ministers; high-ranking military officers; representatives of economic associations; bank directors; philosophers; social scientists; and heads of educational, religious, scientific, humanitarian, and professional organizations.

2. Who's Who in Science and Engineering outlines the world's foremost inventors, discoverers, award winners, industry executives, educators, writers, and philosophers. The completely updated and expanded Who's Who in Science and Engineering, 2008-2009 Edition provides key biographical facts on the more than 40,000 men and women.

KOC has among its employees Mr. Farid Elsayed, who was selected for Who's Who in Science and Engineering for the second time in a row for the years 2006/2007 and 2008/2009. Mr. Farid is also distinguished in 2008 as one of the leading achievers worldwide and is included in the 25th Anniversary Silver Edition of Who's Who in the World.



Mr. Farid M. Elsayed (PE)
B.Sc. Civil Engineering,
PEO, APEGBC, ASCE, SEI, CI, ESE
Senior Engineer Contracts II

- Member of Professional Engineers Ontario (PEO) - Canada
- Member of Prof. Engineers & Geo. of British Columbia (APEGBC) - Canada
- Member of American Society of Civil Engineers (ASCE) - U.S.A.
- Charter Member of the Structural Engineering Institute (SEI) - U.S.A.
- Member of the Construction Institute (CI) - U.S.A.
- Honored to be selected subject of Who's Who in Science & Engineering (2006/2009).
- Honored to be selected subject of Who's Who in the World, 25th Silver Anniversary Edition (2008/2009).
- President of the Canadians In Kuwait - CIK (2008).
- Executive Committee Member of the Canadian Committee Circle - CCC (2008).
- Chairman of Terry Fox Committee - Kuwait Chapter (2005/2006).

In this regard, on behalf of our colleagues, we would like to congratulate Mr. Farid Elsayed for his achievements and wish him continued success.

The Gardens of Ahmadi

A Lifestyle of Beauty and Relaxation Returns to Ahmadi's Landscape

During the 1970s and 80s, there was a revolution in the making. Ornamental plants came indoors to stay as people began to experience a seamless transition from an outdoor to an indoor living space in their offices as well as homes. Today, we take this indoor/outdoor experience of space for granted, but 30 years ago, the whole concept of garden spaces was exciting, innovative, and new — and Fahad Naqi's training in landscape horticulture and conservancy in the 1980s came right in the middle of this important fusion between architecture and garden design.



Fahad Abbas Ali Naqi
Senior Engineer, Horticulture and Conservancy
Ahmadi Services Group

Fahad Abbas Ali Naqi joined the Kuwait Public Authority for Agricultural Affairs (1987-94) after graduating with a BSc in horticulture with a major in landscaping from the University of Tucson Arizona. Similar to Kuwait, Tucson Arizona, located in a semi-desert area in the US, has dramatic changes in weather temperature plus low humidity. According to Naqi, some of the oldest gardens in America still exist in Tucson Arizona. Over the years, Arizona has changed dramatically from a barren semi-desert region to a verdant desert environment. 'Greening the Desert' is a living example of what can be done in similar places worldwide.

Naqi dreams of introducing the Ficus Legosi, the smaller Legendromiandica, the Jacaranda (which exists in KPC's gardens—one of the first gardens built in Kuwait), the Indian Tamarind, the Melaleuca tree and the Chinus trebifloras to Ahmadi's streets and gardens. In addition, the Antbalus has been planted in special VIP KOC areas and the Vitex with its pale purple flowers grows in Kuwait.

Landscaping business in Kuwait takes off

Fahad Abbas Ali Naqi, Senior Engineer, Horticulture and Conservancy, Ahmadi Services Group, explains how the landscaping business began in Kuwait. "Gardening and landscaping really began in the mid-80s," he says, "when the late Amir, Sheikh Jaber Al-Ahmed Al-Sabah initiated a program to bring back valuable landscaping insights and experiences from other places to Kuwait. These were exciting, transformative years compared to the 60s with its smaller utilitarian focus on wind breaks in the desert, and the occasional gardens and trees inside Ahmadi itself."

"When I came to the KOC in

1994," explains Naqi, "my specific interest was in these special kinds of plants and trees that could only be found here, and I dreamed of creating—someday— a wonderful landscaped environment for KOC employees."

If Naqi could transplant any tree he desired to Kuwait, he would include the Cassia Fistula (originally from South America) with its green trunk and clusters of yellow flowers. The Cassia evokes memories of another spectacular tree called the Laburnum that cascades across some of England's most famous and spectacular gardens. Naqi's landscaping dream, it appears, may come true.

The Horticulture and Conservancy Team, Ahmadi Services Group is implementing a new landscaping plan for Ahmadi using the latest conservation methods of irrigation and water-holding elements for plants that can survive the extreme weather conditions of Kuwait. Plans include strategies to increase oxygen levels in the area, to reinforce and reestablish existing wind-breaks in north, west and northeast Ahmadi (in the 16th Street area).

Out goes the old and in comes the new.

New second generation trees, for example, are being planted directly next to older decaying trees. New winter flowerbeds, greenery and grass cover in specified areas are being planned, which are all part of the big picture. Last but not least, Naqi's team encourages people to create their own gardens, hopefully, leaving behind a love of nature with their children.

Keeping gardens, trees and plants alive in the desert is more than a full-time job. Naqi explains how challenging it really is: "We have to work twice as hard to ensure that everything stays alive. For example, our trees are 50-60 years old, but weather and certain soil conditions ('hard pan') prevent Ahmadi's trees from growing to their full height as they do in Australia."

"The big picture is never far from my mind. We plan to move orange, lemon, and olive trees from garden walls to the streets so people can enjoy them first-hand," Naqi says. "It's an inside/outside game. We continue to share information with KISR about the latest plants, best soil practices, methods of maintaining plants and, of course, technology." Like the royal gardeners of 10th-century Cordoba, Naqi's team plans to bring special, experimental plants back to Kuwait experimenting with today's seedlings, cuttings, and root stocks.

- colorful flowers in a private garden (top right)
- sculptures and flower beds adorn a private garden (top left)
- flora in one of the many parks in Ahmadi (bottom right)
- a public park in the town of Ahmadi (bottom left)



New Enhanced Landscaping Model

Ahmadi's new landscaping plan combines state-of-the-art irrigation technology, tree planting and garden design—all designed to create a welcome sense of community. The Horticultural Team encourages everyone to think auto-irrigation when it comes to water—no longer will hoses and water tankers be used to water Ahmadi's lovely gardens. Instead, Naqi's team has developed a computerized irrigation system with an automatic timing device, which covers approximately 90 percent of the area. But, that's not the whole story.

The Horticultural Team encourages people to think environmentally when it comes to the very air we breathe. To reduce the carbon footprint (as part of the Kyoto Protocol) and air pollutants, Naqi's garden design package aims to beautify and multiply greenery within the field areas. It's basically about role modeling.

"We are working across the entire company including the GCs and substations, for example, to increase oxygen levels," he says. "Furthermore, we provide a

professional, self-help gardening program free-of-charge except, of course, for the labor, which is the home gardener's own responsibility."

Ahmadi's Redevelopment Plan embraces an enhanced landscaping horticultural model, which calls for infill landscaping. Naqi explains how this will work: "Not only does the landscape consists of trees, but also, of other crucial elements that give a complete landscape effect—different kinds of trees that are specifically suited for Kuwait come first, then come shorter infill trees, bushes, grass and colorful bedding plants."

"Our aim is to produce about 1 million flowers per year throughout the seasons," Naqi concludes. "We have approximately 300 people in our workforce. We use 12 different kinds of heavy equipment. In the fall and winter seasons especially, we produce 600-700,000 flowers per year. The greenhouses have been built and, by March 2008, we plan to reach our 1 million flower target." Springtime in Ahmadi continues to be full of promise.

scenes of the colorful gardens



Think Beauty, Think One Million Trees

What would we do without trees? One of KOC's major horticultural spring projects is to plant 150,000 trees by March, 2008. This is part of a wider, more cost-effective, KOC One Million Tree Planting Project. Of course, palm trees are a major heritage plant in Kuwait and they are an integral part of a three-phase, KOC Tree Planting Project plan.

Phase 1 includes 50,000 trees per year. In four or five years, Naqi's team expects to reach their 1 million target, which will cover all KOC offices and facilities. Also, they plan to emphasize the existing tree belt around Ahmadi itself, enhancing Ahmadi's main entrances as well as surrounding areas. "Once the major high-profile gaps are filled in," Naqi explains, "we will move to the inside streets. This will have a tremendous effect on the landscapes of Ahmadi."

But, that's not all. It appears that 'grass is not always greener on the other side'. In fact, it may be getting greener right here in Ahmadi. A recent preliminary study

(projected over a 7-8 year period) tackles the pros-and-cons of artificial grass to provide that much needed sense of greenery in the desert. Whether it's artificial or the real thing, the team plans to introduce stretches of greenery straight back from the pavement to the garden fences beyond.

For instance, they are developing a street corner at 5th Street in Ahmadi because they believe that small neighborhood gardens increase people's participation in their own community. They are working closely with KOC's Utilities Team to develop Ahmadi's irrigation system using treated sewage water instead of brackish water. And only under extreme circumstances does the Horticultural Team use pesticides to maintain Ahmadi's gardens, plants and trees. Naqi and his Horticultural and Conservancy Team are firm believers in the need for green living spaces. They are committed to creating a landscape of beauty and relaxation in Ahmadi. In closing, Naqi says, "If you build it, they will come". And, it looks like he is going to be right.

scenes of the colorful gardens





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