

The Kuwaiti Digest

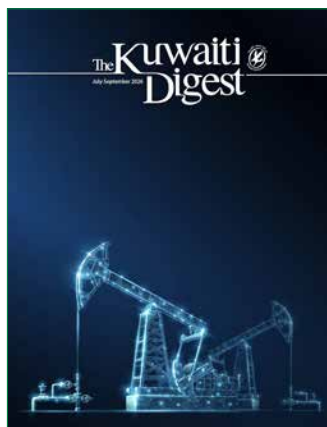
July-September 2026



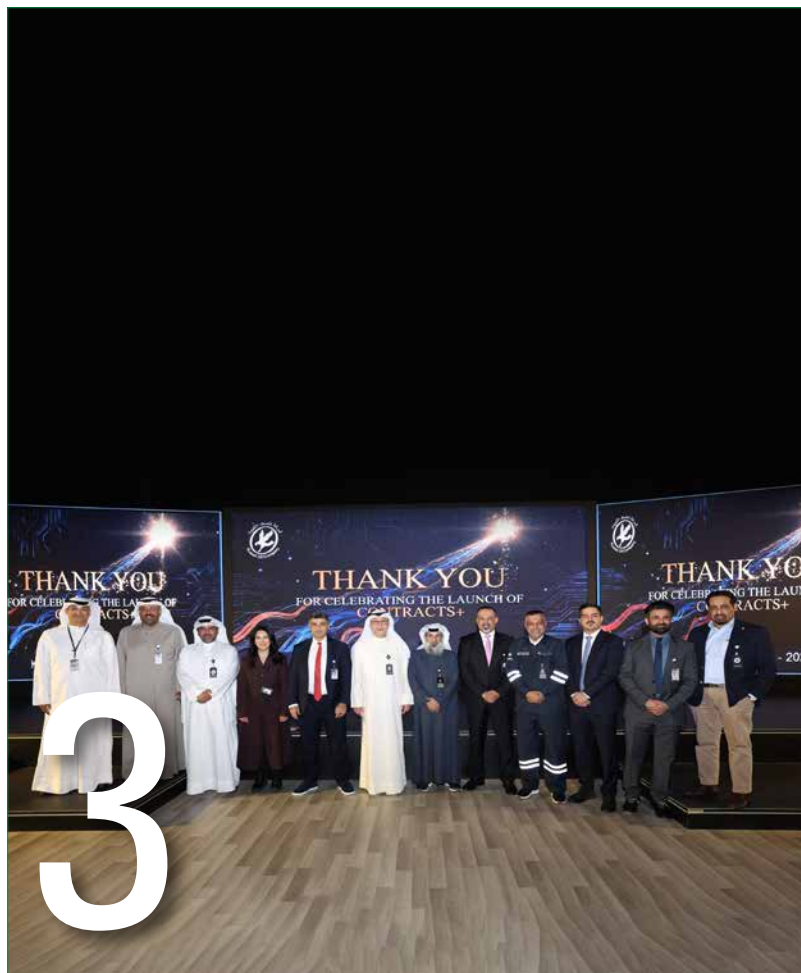
Editor-in-Chief
DCEO Planning & Innovation

Correspondence concerning
The Kuwaiti Digest should be addressed to:
Editor-in-Chief, Kuwait Oil Company (K.S.C.)
Information Team
P.O. Box 9758
Ahmadi 61008, Kuwait
Telephone: 965-2398-2747
Facsimile: 965-2398-1076
E-mail: kocinfo@kockw.com
or visit the KOC homepage at
www.kockw.com

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.



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



CONTENTS

03		KOC Launches Contracts+ 2026 Program
08		Sabkha Dewatering Project: A New Milestone in Magwa's History
14		Kuwaiti Creativity on the World Stage
20		Cost Reductions in the Firefighting Design Network and MEP Framework
23		People of KOC: HSE (Marine)
28		Personal and Organizational Empowerment Through Coaching
32		Ahmadi Through the Generations: Stories of Families Shaping Kuwait's Oil Community
38		HSE 5 Across Challenge: Play Safe. Win Big.
41		Kuwait's Hidden Biodiversity
45		Camel Racing in Kuwait: Tradition, Sport, and Cultural Identity



Letter from the Editor



Mohammad Khalifa Al-Abduljaleel

Deputy Chief Executive Officer
Planning & Innovation

Dear Colleagues,

This edition of Kuwaiti Digest reflects Kuwait Oil Company's continued commitment to operational excellence, innovation, sustainability, and the advancement of its people. As the Company continues to evolve in a dynamic energy landscape, we remain focused on delivering strategic initiatives that strengthen our capabilities and support Kuwait's long-term energy aspirations.

Among the key highlights featured in this edition is the launch of KOC's Contracts + 2026 Program, an important milestone in advancing our operational objectives and reinforcing our commitment to efficiency, collaboration, and future readiness. We also spotlight the Sabkha Dewatering Project, which illustrates how engineering innovation and environmental stewardship continue to contribute to sustainable operations.

At the heart of KOC's success are its people. In this issue, we recognize colleagues whose expertise, dedication, and initiative have delivered tangible value to the Company, from innovative cost optimization

efforts to exemplary leadership in health, safety, and environment. Their accomplishments reflect the professionalism, technical excellence, and commitment that continue to define KOC.

This edition also underscores the importance of continuous development through a feature on personal and organizational empowerment through coaching, highlighting the role of learning, leadership, and collaboration in building a capable, resilient, and high-performing workforce.

Our commitment, however, extends beyond our core operations. Through "Ahmadi Through the Generations," we celebrate the families whose contributions have helped shape Kuwait's oil community. Meanwhile, our features on Kuwait's biodiversity and cultural heritage serve as a reminder of our shared responsibility to preserve both the environment and our national identity.

Safety remains the foundation of everything we do. The "HSE 5 Across Challenge" reinforces our collective responsibility to maintain a strong safety culture, one in which every individual plays an essential role in protecting our people, assets, and operations.

We also celebrate Kuwaiti talent on the global stage, recognizing achievements that inspire excellence and demonstrate the capabilities of our people within and beyond the energy sector.

Collectively, the stories presented in this issue reflect the strength of our Company and the values that continue to guide our progress. They embody a shared commitment to excellence, innovation, and responsible growth.

In closing, I extend my sincere appreciation to every member of KOC for your continued dedication, professionalism, and contribution to our shared success. Together, we will continue to build on our achievements, embrace new opportunities, and contribute to a sustainable energy future for Kuwait.

KOC Launches Contracts+ 2026 Program

Marking a key milestone in the Company's Digital Transformation journey

The Contracts+ 2026 Program is a comprehensive digital system implemented by Kuwait Oil Company to create, manage, approve, and monitor contracts within the K-Tendering portal. Powered by JAGGAER, this initiative represents a fundamental shift from traditional manual, hard-copy file storage to advanced data governance.

Contracts are now managed end-to-end in a single digital environment from award through execution, obligations, and expiry. Its primary objective is to replace manual contract handling with a controlled, automated digital process that significantly improves operational efficiency, regulatory compliance, and organizational transparency.





Official Launch Ceremony

Under the patronage and in the presence of CEO Ahmad Jaber Al-Eidan, KOC hosted the official launch of the Contracts+ 2026 program, through a grand ceremony attended by several KOC DCEOs, Group Managers, Team Leaders, and representatives from the Contracts & Commercial Support Group; in addition to DCEOs, Group Managers, and Team Leaders from KPC and KNPC.

This launch represents a key milestone in KOC's digital transformation journey. The event showcased how the Contracts+ solution enhances contract management through advanced automation, improved transparency, and more efficient workflows, thus supporting stronger governance and collaboration among relevant stakeholders.

The event reviewed the program's vision and strategic goals through

a special launch video that reflected the future direction of digital solutions in contract management. It highlighted the pivotal role of modern technologies in supporting decision-making, expediting procedures, and achieving organizational integration.

The launch ceremony included an interactive entertainment segment, along with speeches by representatives from KPC, KOC, KNPC, and industry partners. The speakers emphasized the importance of integrating efforts and adopting innovative digital solutions to enhance operational efficiency and achieve sustainability goals.

The event concluded with an extended networking session, bringing together executive leaderships and stakeholders. This provided an opportunity to exchange insights and discuss ways to maximize the benefits of the program in the upcoming phase, further strengthening the

Company's position as a pioneer in implementing best digital practices in the oil and gas sector.

Conception and Development

The Contracts+ program was conceived as a critical component of the broader K-Companies Digital Transformation Strategy and the Intelligent Procurement Initiative, which has been evolving for a few years. KOC recognized that its scale and national role required a shift toward a future-ready, digitally enabled model. The initial phase focused on digitizing procurement functions, which created a connected ecosystem and laid the groundwork for modernizing contracts.

For decades, KOC managed contracts manually, relying heavily on institutional knowledge. However, the growing complexity and volume of contracts produced significant challenges in visibility, tracking, and cycle time.



The development journey also recognized that most digital transformation projects fall short of their objectives, highlighting the need for strong leadership and business-led commitment. These challenges were overcome by transitioning to the advanced, integrated JAGGAER Contracts+ platform, which eliminated manual data entry, centralized legal controls, and established a standardized contract lifecycle aligned with Company policies.

A Key Milestone in KOC's Digital Transformation Journey

The Contracts+ program is unique because it transitions KOC from static paper-pushing to dynamic contract lifecycle management, treating contracts as controlled

digital assets rather than static files. Its purpose is to ensure that contracts are trackable, secure, and fully integrated with the K-Tendering award process.

The scope it covers is extensive, encompassing the entire contract lifecycle:

- **Automated Generation:** Contracts are generated from approved Dynamic Main Document Templates, pulling vendor data directly from K-Tendering to eliminate manual data entry.
- **Centralized Clause Library:** Controlled by Contracts and Legal Teams, this library ensures the use of pre-approved legal language and automatically inserts conditional clauses

based on risk or contract type.

- **Workflow Automation:** It utilizes Custom Contract Fields (CCFs) to drive static, dynamic, and advanced dynamic workflows based on contract value and risk, routing approvals automatically according to KOC's Delegation of Authority.
- **Supplier Integration & Tracking:** It pulls data directly from supplier profiles and tracks obligations such as insurance expiries, sending automated alerts 90, 60, and 30 days prior to expiration.
- **Audit Readiness:** The system provides a 100% audit-ready environment where every action is permanently logged with a full history.



The Role of Collaboration

Collaboration is a cornerstone of the Contracts+ system, designed to break down silos between departments. The platform supports parallel drafting and parallel approvals, allowing multiple stakeholders such as Legal, Finance, and Management to review and comment on digital drafts simultaneously. This eliminates the traditional, time-consuming process of sequential email replies and manual follow-ups.

By centralizing all internal and external communication within the platform, Contracts+ ensures that engineers and procurement Teams can focus on strategic technical and commercial decisions rather than document administration.

Special Launch Video

The launch ceremony on February 15 reviewed the program's vision and strategic goals through a special launch video.

The launch video presented KOC's digital transformation as a deliberate, multi-phase journey rooted in the organization's national scale and responsibility. It traced how the early digitization of procurement functions — supplier management and sourcing — created the structured foundation that made contracts modernization the logical next step.

The video then highlighted the core challenge: decades of manual contract handling had led to growing gaps in visibility, tracking, and cycle time. JAGGAER Contracts+ was presented as the solution, delivering end-to-end coverage of the contract lifecycle from initiation through execution and monitoring. The video closed by showcasing the platform's tangible impact: improved efficiency, transparency, auditability, and collaboration; positioning it as a scalable foundation for KOC's continued digital growth.

Keynote Speakers

The launch event featured key leadership figures driving the digital transformation initiative:

- **Musaed Sulaiman Al-Rashheed (Deputy CEO - Commercial & Projects Engineering, KOC):** Provided the leadership perspective, acting as a driving force in strategic leadership and shaping KOC's commercial and project engineering future.
- **Mohammad Sadeqi (Manager, Contracts & Commercial Support Group, KOC):** As the primary voice of the launch video, he delivered the program's most significant message, emphasizing that the transition is fundamentally about empowering KOC's Teams. He highlighted the system's role in enhancing visibility, strengthening governance, and enabling employees to shift from administrative tasks to value-adding work, while affirm-

ing the platform as a scalable foundation for future growth.

- **Bassam Jayed Al-Shammari (Manager Information Technology Group, KNPC):** Discussed the strategic collaboration and the broader K-Companies Digital Transformation Strategy. His presentation focused on the "Intelligent Procurement Initiative," highlighting the journey from manual processes to an integrated supply value chain, the challenges faced in digital transformations, and the impressive ROI achieved, such as accelerated contract issuance and the elimination of paper usage.
- **Francesco Colavita (Global VP Presales Consulting, JAGGAER):** Represented the technology partner and brought a global perspective to the occasion. Speaking on behalf of JAGGAER, he contextualized KOC's Contracts+ launch as a significant milestone not only for Ku-

wait's energy sector, but within JAGGAER's broader global portfolio of digital procurement transformations. He underscored how KOC's adoption of Contracts+ reflects a world-class standard of contract lifecycle management, and expressed JAGGAER's commitment to supporting KOC's continued journey toward intelligent, AI-powered procurement.

Groups and Teams

At the heart of the program was Mohammad Sadeqi, Manager of the Contracts & Commercial Support Group at KOC and his employees, who served as the key driving force behind the initiative. His leadership was instrumental for the program from conception through execution, ensuring that the solution was aligned with KOC's operational realities, contractual governance standards, and long-term Digital Transforma-

tion goals. The employees within the Contracts & Commercial Support Group played a central role in defining the system's requirements, overseeing its implementation, and embedding it into day-to-day contract operations.

Expansion and Future Plans

The future outlook for Contracts+ is deeply integrated with the K-Companies Digital Transformation Strategy. The path forward involves sustaining the implementation of these models across all K-Companies and introducing "Trustworthy AI-Powered capabilities".

This includes leveraging AI and Robotic Process Automation to further reduce cycle times, automate tender document evaluations, and shifting employee focus from manual data entry to high-value strategic automation work.



Sabkha Dewatering Project: A New Milestone in Magwa's History

Kuwait Oil Company continues to deliver operational achievements that improve efficiency, address technical challenges, and support production growth through practical, innovative solutions.





What is a Sabkha?

“Sabkha” is a term commonly used in the Kuwaiti dialect to refer to salt flats—vast, flat expanses of land characterized by extremely high salt concentrations and a hard salt crust covering the surface. They are widespread in desert regions such as the Arabian Gulf countries.

Sabkhas are closely linked to the geography and geology of Kuwait and the Arabian Peninsula in general. In a previous report, the Kuwait Environment Protection Society (KEPS) described sabkha areas in Kuwait as “an essential component of the country’s natural capital,” accounting for approximately 8% of Kuwait’s total land area.

Sabkhas are divided into two main types. The first is coastal sabkhas, which form along shorelines as a result of seawater evaporation and tidal activity. The second is inland sabkhas, which develop in desert depressions due to the evaporation of saline groundwater close to the surface or stagnant rainwater.

Sabkhas cover extensive stretches of Kuwait’s coastline, particularly around Kuwait Bay, north of the Subiya area, and alongside major islands such as Bubiyan Island. They are also found in southern parts of the country. These areas consist of fine clay layers covered by a white salt crust formed by the extremely high evaporation rates during summer.

KOC Conducts Ceremony to Mark the Success of the Sabkha Dewatering Project

Under the patronage and with the attendance of DCEO (Exploration & Drilling), Khaled Al-Mulla, and in the presence of DCEO (S&EK), Fuad Al-Shaikh, the Drilling & Workover Engineering Group conducted a ceremony to celebrate the success of the Sabkha Dewatering Project, which has resulted in facilitating the transportation of equipment and drilling operations in the area.

The event, attended by several concerned Group Managers and Team Leaders, kicked off with a speech by Al-Mulla in which he addressed the challenges KOC is facing in Sabkha areas (Salt flats). This was followed by a video presentation explaining the nature of the challenges, the mechanism for removing groundwater, and preparing the area for drilling.

The event also included presentations delivered by Senior Drilling & Workover Engineer Sulaiman Al-Murshid from the Drilling & Workover Opera-

tional Support Team, Senior Geologist Mariam Jasem from the Greater Burgan Studies Team, and Senior Geologist Dr. Mohammed Al-Sanafi from the R&T (Surface) Team. The presentations covered the project’s characteristics, the challenges it faced, the solutions implemented, as well as the number of wells drilled and their production capacity.

At the conclusion of the event, the two DCEOs honored the Groups and Teams that contributed to this achievement, as well as the event organizers. This was followed by a field visit to the water-extraction well sites, which included planting several local trees and plants that contribute to environmental sustainability and combating desertification.

It is worth noting that although the Sabkha challenge has been present since the discovery of the Greater Burgan Field, this milestone marks the first successful drilling and production from the area by the Company.



Among the most significant challenges the Company has recently overcome was the Sabkha challenge in Magwa. This issue had existed since the discovery of the Greater Burgan Field and persisted for many decades. Through scientific expertise and perseverance, KOC's skilled employees succeeded in overcoming this challenge, enabling Drilling Teams to access the area and commence production there for the first time in the Company's history.

Recognizing the scale of this accomplishment, the Company organized a major event to celebrate the project's success, attended

by numerous Company leaders, headed by Deputy CEO (Exploration & Drilling), Khaled Al-Mulla, and Deputy CEO (South & East Kuwait), Fuad Al-Shaikh.

An Engineering and Logistical Challenge

Sabkhas represent one of the most significant engineering and logistical challenges in the oil and gas industry for several reasons.

One major issue is mobility. Beneath the salt crust, the soil is fragile, highly saturated, and almost clay-like, causing heavy equipment, trucks, and drilling rigs

to become bogged down or sink during transportation.

As a result, oil companies operating in such areas often have to construct special roads to transport drilling rigs safely to their work sites within sabkha regions.

Another challenge is equipment corrosion. The high salinity of the soil and groundwater accelerates the rusting and deterioration of drilling pipes and metal structures unless they are protected with specialized coatings and insulating materials.

The Magwa Sabkha

Senior Drilling & Workover Engineer Sulaiman Al-Murshid, who works within the Drilling & Workover Operational Support Team under the Drilling & Workover Engineering Group, spoke with The Kuwaiti Digest to shed more light on the historic achievement of the Magwa sabkha dewatering project.

The project facilitated the movement of equipment and enabled drilling activities in the area. Al-Murshid provided a historical overview of the region, explained the challenges it posed, and described the steps taken by the Company to overcome them.

A Long-Standing Challenge

Al-Murshid explained that the sabkha challenge in Magwa dates back to the discovery of the Greater Burgan Field in the 1930s. Groundwater levels in this area were unusually high, creating a significant operational and safety challenge, particularly when transporting heavy drilling equipment weighing thousands of tons.

He noted that comprehensive solutions to address the problem had long been known, but their lack of economic feasibility in the past prevented their implementation.



As a result, for many years, the Company relied on ground improvement through land raising using Gatch fill to address the challenges associated with the high groundwater table. Gatch is a naturally cemented calcareous deposit composed mainly of consolidated quartz sand rich in calcium carbonate (limestone), with minor clay content. When compacted, it provides excellent load-bearing capacity and is widely used as a construction material in the region.

However, this approach did not address the root cause of the problem: the groundwater itself. It was also expensive and resource-intensive, requiring enormous quantities of filling material because the sabkha area covers approximately five square kilometers.

Seeking Alternative Solutions

Al-Murshid explained that the Drilling & Workover Engineering Group received a request from the Fields Development Group (S&EK) to identify an alternative solution for dealing with the sab-

kha while optimizing the Company's resources, particularly Gatch soil, which was needed for other projects.

Consultants were brought in to propose alternative approaches, and several ideas were presented.

According to one proposal, preparing a single drilling location in the sabkha area would cost approximately KD 4.7 million. Two other proposals were estimated at around KD 3 million and KD 2.7 million, respectively. By comparison, the traditional land-elevation method was estimated to cost approximately KD 650,000.

The Approved Solution

After evaluating all proposals, Company officials selected a more economical option: dewatering the sabkha area.

Al-Murshid explained that implementation involved five stages:

1. Site preparation and construction of access routes for drilling rigs.

2. Drilling water wells.

3. Installation of water-transfer pipelines.

4. Groundwater extraction and dewatering.

5. Final site development after completion of the previous stages.

As part of the project, four water wells were drilled around the perimeter of the site. The original study called for transferring the extracted water approximately two kilometers away from the sabkha.

Throughout the project, eight different solutions were tested. Each encountered obstacles during implementation, particularly rainfall, which meant the extraction rate had to exceed the volume of incoming water.

Al-Murshid noted that approximately a year and a half after the project began, another challenge involving the pumping system was resolved by identifying an alternative disposal site for the extracted water. This location was between six and seven kilometers from the sabkha.

A Historic Success

After extensive efforts and the extraction of massive quantities of water, the project team achieved a significant breakthrough.

They succeeded in lowering the groundwater level by approximately 80 centimeters within a single month, encouraging them to continue until the groundwater table dropped from roughly half a meter below the surface to around three meters below ground level.

Building on this success, the project team decided to drill a series of adjacent dewatering wells and utilize them for other Company projects. At the same time, the site was fully prepared without resorting to the land-elevation method.

Al-Murshid attributed this achievement to two primary factors: the tremendous efforts of the project team and the strong support and patience shown by KOC leadership despite the challenges encountered during implementation.

He revealed that the first exploratory phase of the solution

He further noted that the success of the sabkha dewatering project enabled drilling and production activities in the project area for the first time and paved the way for production capacity of 52,600 barrels per day.

Partners in Success

Al-Murshid highlighted the close collaboration among three key Teams throughout the project, all of which contributed to its success through a dedicated Task Force established specifically for this purpose.

The Teams are:

- The Drilling & Workover Operational Support Team
- The Greater Burgan Studies Team
- The Research & Technology (Surface) Team

He emphasized that the achievement would not have been possible without this successful partnership, which combined the expertise of all three Teams to deliver such significant production results.

He explained that the project site was located approximately 300 meters from the sea, making groundwater dewatering impractical. Consequently, the team adopted the alternative land-filling and elevation approach using Gatch soil.

The project required transporting an enormous quantity of fill material—approximately 18,000 truckloads—to the Ras Ushairij sabkha area, raising the ground level by around five meters.

Following that, the Teams faced another major challenge: transporting land drilling rig equipment from Ahmadi into the city. This required moving equipment through Kuwait's roads, crossing bridges, and navigating areas containing power transmission lines, necessitating close coordination with various government authorities.

Al-Murshid explained that the Drilling & Workover Operational Support Team held extensive discussions with contractors to minimize pressure on public roads. This involved using specialized heavy-haul transport equipment to distribute the weight of oversized loads, in addition to dismantling and modifying equipment to reduce its transport height before shipment and subsequent reassembly at the project site.

The project had originally been scheduled to take five months, but it was completed in only three months, finishing in May 2025, representing another major success.

He emphasized that the project enabled more effective studies of drilling and production potential in the area while generating substantial financial savings compared with the alternative of using offshore drilling rigs for the same purpose.

The Ras Ushairij-1 Well Project represents a historic strategic step



cost approximately KD 155,000 per well, while the second phase is expected to cost around KD 55,000 per well. This represents substantial savings for the Company and demonstrates the project's economic viability.

Al-Murshid also discussed another achievement by the Drilling & Workover Engineering Group involving a separate sabkha area in Ras Ushairij, a prominent coastal promontory west of Kuwait City near Doha, overlooking Kuwait Bay.

for Kuwait Oil Company. It is the first deep onshore well drilled to explore oil and gas in the deep reservoirs beneath Kuwait Bay. The project aims to reach deep reservoirs and formations that will support Kuwait's energy reserves, in line with KOC's 2040 Vision and Strategy to raise production capacity.

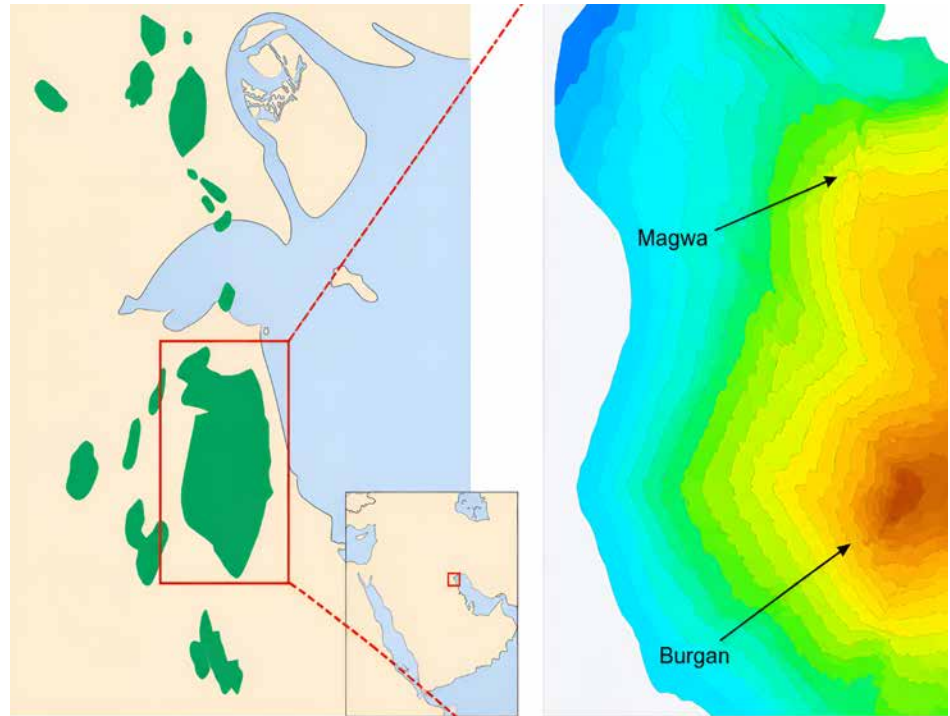
Reclaiming Oil-Bearing Land

Al-Murshid stated that treating sabkha areas in Kuwait—whether through dewatering, as in Magwa, or through land filling and elevation, as in Ras Ushairij—effectively amounts to what could be described as “oil land reclamation.”

These previously problematic lands have now become suitable for oil extraction operations.

The Environmental Dimension

In parallel, and in line with its deep environmental and social responsibility commitments, KOC has placed significant emphasis on remediating sabkha soils so they can support vegetation.



Accordingly, the Company decided to plant shrubs in treated sabkha areas, carefully selecting plant species capable of tolerating high soil salinity. This approach has already been implemented in the remediated area at Magwa.

Sabkha Dewatering Project

- Location: Magwa
- Area: Approximately 5 square kilometers
- Challenge: High groundwater levels preventing conventional construction methods
- Solution: Dewatering to lower groundwater levels from 50 centimeters below the surface to 3 meters below ground level
- Water transfer distance: Approximately 7 kilometers from the project site

Benefits of the Magwa Sabkha Project

1. Reduced capital costs by avoiding alternative solutions that would have cost millions of dinars.
2. Enabled oil production at the project site at a rate of 52,600 barrels per day.
3. Enhanced cooperation and coordination among the participating Teams.
4. Produced a sustainable, scalable in-house engineering solution.
5. Reclaimed land for oil production purposes.
6. Strengthened environmental responsibility through the planting of vegetation suited to the treated soil.

Kuwaiti Creativity on the World Stage

Kuwaiti design is increasingly earning recognition on the international stage, through both large-scale architectural landmarks as well as through creative communication and branding initiatives. Recent achievements at prestigious global design competitions demonstrate how Kuwaiti ideas, stories, and symbols are being translated into compelling experiences that resonate with audiences worldwide.

While the projects featured in this article differ significantly in scale and purpose, they share a common objective: presenting Kuwait's identity through innovative design. From the immersive architecture of the Kuwait Pavilion at Expo 2025 Osaka to the culturally inspired Arfaj Flower Badge Campaign, both examples illustrate how design has become a powerful vehicle for storytelling, cultural diplomacy, and national representation in the twenty-first century.





THE KUWAIT PAVILION AT EXPO 2025 OSAKA WINS TWO MAJOR DESIGN AWARDS

The Kuwait Pavilion, titled “Visionary Lighthouse,” at Expo 2025 Osaka has emerged as one of the most celebrated architectural and immersive projects of the major global exhibition. Its recent recognition with two major international design awards marks a milestone for Kuwaiti design, as well as a broader statement about how nations are reimagining identity, storytelling, and innovation on a global level.

Capturing Global Attention

From the moment it opened in April 2025, the Kuwait Pavilion at Expo 2025 Osaka stood out among nearly 200 pavilions. World Expos have long served as platforms for countries to present their technological achievements, cultural nar-

atives, and future ambitions. In Osaka, Kuwait succeeded in doing all three, while creating one of the most immersive visitor experiences of the event.

The pavilion quickly became one of the most popular attractions, drawing long queues and welcoming millions of visitors over the six-month duration of the Expo from April to October 2025. Its striking architecture and its ability to resonate emotionally with audiences through storytelling, technology, and spatial design led to a strong and unique appeal.

KOC's Participation

A significant component of the pavilion's success was KOC's presence at Expo 2025 Osaka. As a major player in the global energy sector, KOC effectively used this global stage to showcase Kuwait's leadership in the field of sustain-

able energy and its ongoing efforts to innovate within the energy industry.

KOC's participation aligns perfectly with the Expo's theme of “Designing Future Society for Our Lives,” as the Company's exhibits focused on cutting-edge energy technologies, sustainable practices, and innovations in clean energy. KOC is dedicated to showcasing its historical progression, advancements in oil production techniques that minimize environmental impact, as well as its commitment to transitioning toward greener energy solutions.

Through interactive exhibits, KOC provided a comprehensive look into how Kuwait is evolving its energy landscape, ensuring that it remains a key player in the global energy transition while prioritizing sustainability.



KOC's contribution further underscored Kuwait's role in shaping the future of energy, ensuring that the nation's rich oil history is balanced with a forward-thinking approach to clean and renewable energy sources.

Winning Two Prestigious Design Awards

In April 2026, the pavilion received two major accolades at the internationally renowned iF Design Awards, one of the most respected competitions in the global design industry. The awards were granted in the categories of Interior Architecture Trade Fairs and Exhibitions, and Branding and Communication Design.

These wins reflect the pavilion's dual strength: its physical environment and its narrative coherence. The judges recognized how seamlessly architecture, exhibition design, and branding were integrated into a unified experience.

This was not the pavilion's first recognition. During Expo 2025 itself, it had already earned multiple awards, including Best Storytelling (1st place), and honors for interactive design and technological innovation. The iF Design Awards elevate its status further, placing it among the world's leading examples of contemporary exhibition design.

Architecture Inspired by Landscape and Culture

Designed by the Berlin based firm LAVA, the pavilion's form draws deeply from Kuwait's natural and cultural heritage. Its most distinctive feature is an arching, wing-like roof that appears to open outwards in a gesture of welcome, symbolizing Kuwaiti hospitality.

The design is rooted in the interplay between desert and sea, two defining elements of Kuwait's geography and history. Organic geometries guide visitors through the structure, while the materials and spatial composition evoke both traditional and futuristic sensibilities.

At the heart of the pavilion lies a central dome, an architectural highlight that creates a sense of awe and immersion. Structurally inspired by shipbuilding techniques, the dome serves as the focal point of the visitor journey, hosting large scale projections and multisensory experiences.

The building's openness and fluidity reinforce its thematic message: Kuwait as a bridge between tradition and innovation, between past and future.

A Multi-Sensory Journey Through Kuwait

Beyond its architecture, the pavilion's true strength lies in its sto-

rytelling. Visitors move through four main exhibition spaces, each designed to represent a different dimension of Kuwait's identity.

The past highlights Kuwait's maritime heritage, including pearl diving and trade routes. The present showcases the country's cultural diversity and modern achievements. A people-centered section focuses on human stories and societal development. The future presents Kuwait's ambitions under its 2035 Vision.

These spaces are brought to life through advanced technologies, including interactive installations, immersive projections, and artificial intelligence. The result is a narrative environment where visitors do not simply observe Kuwait; they experience it.

The exhibition culminates in a dramatic dome projection, where collective dreams and aspirations are visualized in a shared space. This finale reinforces the pavilion's central theme, "Empowering Lives", a concept that places people at the heart of national progress.

Design as National Narrative

The success of the Visionary Light-house pavilion lies in its ability to translate national identity into spatial experience. Rather than presenting Kuwait through static displays, the pavilion transforms abstract ideas such as heritage, ambition, and hospitality into tangible environments.

This approach reflects a broader shift in how countries use World Expos. No longer just showcases of industry or technology, pavilions are now immersive storytelling platforms. Kuwait's pavilion exemplifies this evolution by merging architecture, media, and narrative into a cohesive brand space.



The integration of branding and architecture demonstrates how national image-making has become increasingly sophisticated. Every element, from lighting to spatial sequencing, contributes to a unified message about Kuwait's past, present, and future.

Sustainability and Innovation

Another key aspect of the pavilion is its commitment to sustainability. The structure was designed with modular components and materials that allow for efficient construction and eventual dismantling after the Expo.

This aligns with global trends in Expo design, where temporary structures must balance visual impact with environmental responsibility. The Kuwait Pavilion achieves this by combining advanced engineering with thoughtful material use, ensuring that its legacy extends beyond the event itself.

Moreover, the use of digital technologies, particularly artificial intelligence driven content, positions the pavilion at the forefront of experiential design. It demonstrates how emerging technologies can enhance storytelling without overshadowing cultural authenticity.

A Symbol of Kuwait Vision 2035

At its core, the Visionary Lighthouse pavilion is a physical manifestation of Kuwait's national development plan, Vision 2035. The pavilion translates this policy framework into an accessible and engaging experience for a global audience.

Through its design and content, it communicates key themes of the vision, including economic diversification, cultural preservation, technological innovation, and global connectivity.

By presenting these ideas in an immersive format, the pavilion suc-

ceeds in showcasing policies in a tangible manner, turning strategic goals into lived experiences.

Global Impact and Cultural Diplomacy

The international success of the Kuwait Pavilion highlights the growing importance of cultural diplomacy in global events. At Osaka Expo 2025, where countries competed for attention and engagement, Kuwait managed to distinguish itself through clarity of message and quality of execution.

Media coverage and visitor feedback consistently praised the pavilion for its emotional resonance and accessibility. It became a dazzling, memorable showcase of Kuwait's longstanding achievements as well as a platform for dialogue, inviting visitors to engage with its culture and aspirations.

This aligns with the broader purpose of World Expos, fostering in-

ternational understanding through shared experiences. In this context, the Visionary Lighthouse served as both a cultural ambassador and a symbol of national pride.

Capturing the Essence of Kuwait

The Kuwait Pavilion “Visionary Lighthouse” stands as a benchmark for what modern Expo pavilions can achieve. Its recent double win at the iF Design Awards confirms its status as a leading example of integrated design where architecture, storytelling, and branding converge.

More than just a temporary structure, the pavilion represents a shift in how nations present themselves to the world. It demonstrates that impactful design extends beyond aesthetics: it is also about meaning, experience, and connection.

In capturing the essence of Kuwait, its history, its people, and its ambitions, the Visionary Lighthouse has done more than win awards.

It has illuminated a path forward for how design can shape national narratives in an increasingly interconnected world.

ARFAJ BADGE RECOGNIZED AT LONDON DESIGN AWARDS

In a recent development that reflects the growing presence of Kuwaiti creativity on the global stage, the Arfaj Flower Badge Campaign, developed by Sharaf Design Studio in Kuwait, achieved a notable milestone by winning the Gold Award at the London Design Awards in the category of Communication Design – Campaigns & Advertising. This victory marks an important moment for Kuwait’s creative landscape, especially given the intense competition at these international awards, which attract entries from renowned design agencies and institutions worldwide.

The campaign draws its inspiration from the Arfaj flower, the national flower of the State of Kuwait. It is

considered one of the most prominent natural symbols associated with the country’s desert environment and local heritage. The Arfaj flower is distinguished by its bright yellow color and its ability to thrive in harsh climatic conditions, qualities that have made it a symbol of resilience, perseverance, and connection to the land during the blatant Iranian aggression. Over the years, the flower has become closely linked to Kuwaiti identity, not merely as a desert plant but as a cultural symbol that reflects the nature of Kuwaiti society and its relationship with the local environment.

The Arfaj Flower Badge Campaign sought to reintroduce this national symbol through a contemporary vision that combines art, design, and cultural identity. The campaign centered on the creation of a visually attractive badge inspired by the flower’s form, with the aim of raising awareness of national symbols and highlighting the beauty found in Kuwait’s natural environment. Modern de-



sign elements were employed in a way that conveyed both simplicity and elegance, giving the campaign an international appeal capable of connecting with diverse audiences both within Kuwait and abroad.

Design professionals believe the campaign's success stems from its ability to blend local identity with global standards of visual communication. The campaign focused not only on aesthetics but also on the cultural and symbolic message embodied by the Arfaj flower, giving the project a depth that extends beyond a conventional publicity effort. Its cohesive visual identity, together with the use of colors and elements inspired by Kuwait's natural environment, helped create a compelling visual experience that attracted the attention of international judging panels.

The London Design Awards are considered among the world's leading honors in design and creativity, recognizing outstanding projects across a wide range of disciplines, including branding, advertising campaigns, digital design, architecture, and product design. Entries undergo rigorous evaluation by international experts and specialists, making the Gold Award a significant achievement that reflects a high level of quality and innovation.

This accomplishment comes at a time when the creative industries sector in Kuwait and the Gulf region is experiencing noticeable growth, with increasing interest in projects that draw inspiration from local heritage and reinterpret it through a contemporary lens that appeals to international audiences. In this context, the Arfaj Flower Badge Campaign serves as a successful example of how a simple element from the local environment can be transformed into a creative project capable of competing internationally.



The award also highlights the importance of investing in soft power and visual culture, particularly as design plays an increasingly influential role in shaping a nation's image and strengthening its cultural presence on the international stage. Creative campaigns rooted in national identity are no longer merely promotional tools; they have become effective means of expressing culture, history, and societal values.

The success of this campaign is expected to encourage more Kuwaiti designers and creatives to develop projects inspired by the local environment and heritage, whether in design, art, or cultural media. It may also contribute to strengthening Kuwait's presence in global creative spaces, especially as a new generation of designers emerges with ambitions to combine authenticity and innovation.

Ultimately, the Arfaj Flower Badge Campaign demonstrates that local identity can achieve global recognition when presented through a clear creative vision and professional execution. Winning the Gold Award in London represents not only the success of a design campaign but also Kuwait's ability to share its stories and cultural symbols with the world in a modern and impactful way.

The Growing Global Influence of Kuwaiti Creativity

Together, these two internationally recognized projects highlight the breadth and maturity of Kuwait's contemporary design landscape. The Kuwait Pavilion demonstrates how architecture, technology, and storytelling can communicate a nation's vision on a global platform, while the Arfaj Flower Badge Campaign shows how a simple cultural symbol can be transformed into a powerful communication tool with international appeal.

Although they operate in different disciplines, both projects reflect a shared commitment to creativity, cultural authenticity, and innovation. Their success signals a growing confidence within Kuwait's design community and underscores the role of design as a bridge between local identity and global engagement.

As Kuwaiti creatives continue to reinterpret heritage through modern forms of expression, such achievements are helping to strengthen the country's cultural presence and influence around the world.

Cost Reductions in the Firefighting Design Network and MEP Framework



Khaled Al-Mousa

SENIOR ENGINEER PROJECTS

Khaled Al-Mousa, Senior Engineer Projects within the Corporate Projects Management Team (CPM) at Kuwait Oil Company, led two major engineering initiatives focused on improving efficiency and reducing costs without compromising KOC's strict safety and quality standards. Working under the Corporate Services Group, his role within CPM involves managing projects from the initial request stage through design development, tendering, and execution. Over a two-year period, Al-Mousa headed specialized Taskforce Teams (TFTs) that involved 12–15 KOC Teams and stakeholders to study and implement improvements across Firefighting Systems and Mechanical, Electrical, and Plumbing (MEP) infrastructure.

In the following article, the Kuwaiti Digest explores Al-Mousa's two exceptional achievements in detail.

Enhancement Of Firefighting Design Network

The first significant achievement, discussed through an insightful interview with Al-Mousa, is the enhancement of KOC's firefighting design network. While KOC already follows high international engineering standards, Al-Mousa explained that along with his Team, he identified opportunities to improve the design approach in a way that would maintain operational reliability while significantly lowering project costs. The focus of the study was on fire pump sets, particularly the impellers and pump casings used in firefighting systems.

Al-Mousa revealed that the Team began by assessing the existing specifications and studying the local and international market, with particular attention to projects in Ahmadi, where KOC operates a wide

variety of buildings and facilities with differing operational requirements. During this assessment, the Team discovered that many of the materials being specified required customization, resulting in higher procurement costs, longer manufacturing timelines, and extended shipment periods.

Instead of relying on specialized custom-built components, Al-Mousa and the TFT investigated alternative materials and equipment already available in the market that could achieve the same operational and safety requirements. By modifying the impeller and casing specifications and selecting standardized, commercially available materials, the Team was able to simplify procurement and reduce dependency on customized manufacturing.

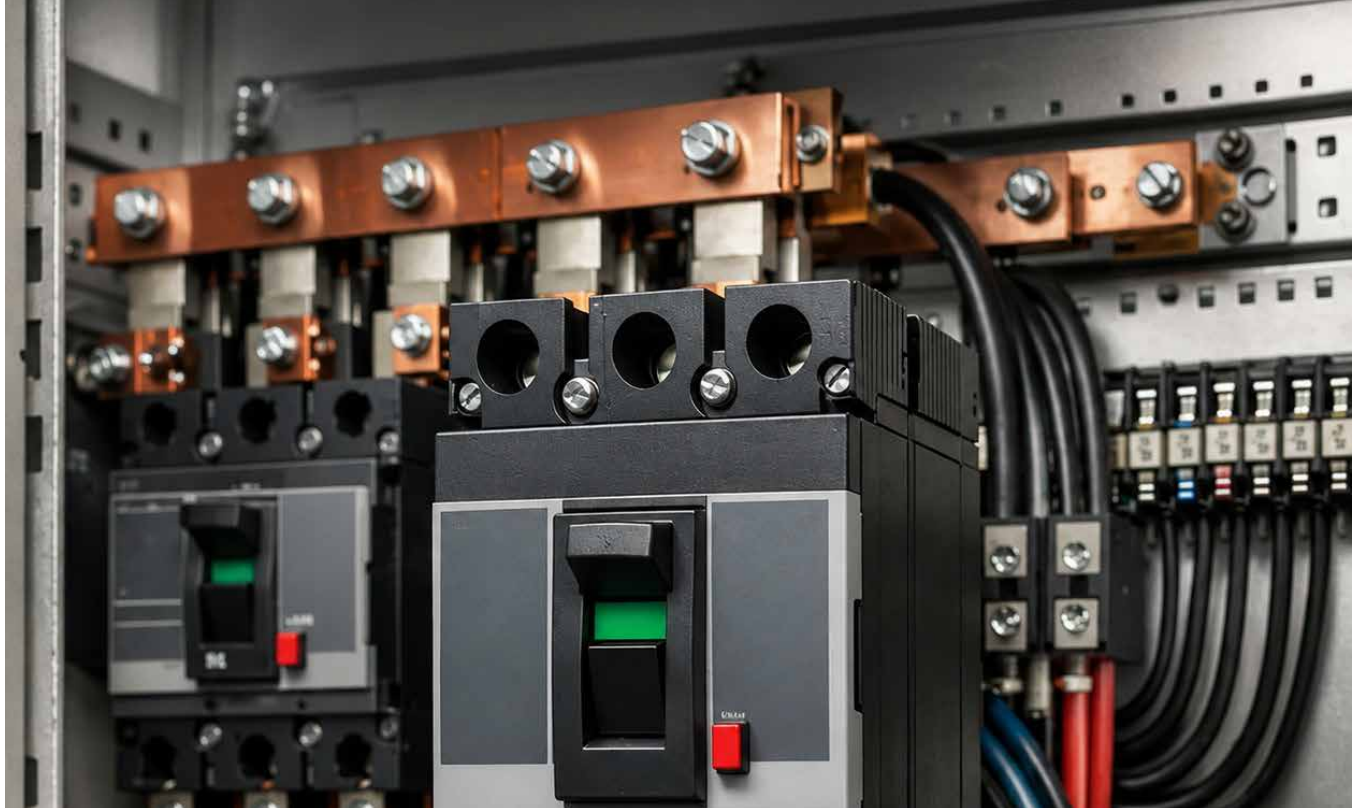
This change created multiple benefits simultaneously. Procurement became faster because the materials

were readily available, shipment times were reduced, and overall project complexity decreased. Most importantly, this optimization resulted in substantial financial savings. According to Al-Mousa, the redesign reduced firefighting design costs by up to 52% while fully maintaining KOC's safety and quality expectations. In addition to the financial impact, the project was delivered earlier than originally planned.

MEP Framework

The second major initiative focused on improvements within the Mechanical, Electrical, and Plumbing (MEP) framework across KOC facilities. Al-Mousa explained that while KOC maintains strong engineering standards, technology evolves rapidly, and systems that were once considered optimal can become unnecessarily expensive or obsolete over time. The objective of this





initiative was therefore to enhance design approaches while eliminating unnecessary expenditures.

One of the primary areas reviewed involved electrical breaker systems. KOC had traditionally been using Air Circuit Breakers (ACB), which are typically associated with industrial-grade applications. However, many KOC facilities in Ahmadi are commercial in nature, and do not require the same level of heavy industrial protection. After detailed technical studies and evaluations, the Team concluded that Molded Case Circuit Breakers (MCCB) could meet operational requirements more efficiently and at a significantly lower cost.

By replacing ACB breakers with MCCB breakers where appropriate, the project achieved savings of approximately KD 120,000. Al-Mousa noted that all Ahmadi breaker designs have already been completed successfully, while implementation remains ongoing.

The MEP initiative also addressed standby generator specifications. Existing generator systems had highly protective enclosure ratings designed to withstand extreme outdoor environmental conditions such as heat, dust, and water expo-

sure. However, Al-Mousa's Team recognized that KOC's generators are installed indoors, meaning those expensive outdoor-rated enclosures were not necessary for the operating environment.

After reviewing the technical requirements and confirming that indoor conditions did not require such high protection ratings, the Team adjusted the specifications accordingly. This optimization alone generated savings of approximately KD 210,000. Combined with the breaker system improvements, the total savings achieved under the MEP framework reached around KD 330,000.

Al-Mousa added that along with these completed initiatives, he and his Team are currently studying environmentally beneficial alternatives involving UPS systems. The proposal under consideration involves replacing large industrial UPS systems with smaller standard battery-based UPS units. Under the proposed approach, KOC equipment would continue operating on battery backup power until depletion before switching over to generators. The concept aims to reduce waste, lower costs, and improve efficiency while still ensuring operational continuity.

KOC's Culture of Continuous Improvement

Both the Firefighting Design Network project and the MEP Framework initiative required extensive study, coordination, and technical collaboration over a two-year period before implementation. To support this effort, Al-Mousa established and led specialized Taskforce Teams (TFTs) that brought together 12–15 KOC Teams and stakeholders from different disciplines to ensure all operational, safety, and engineering concerns were properly addressed.

Through these initiatives, Senior Engineer Khaled Al-Mousa demonstrated a practical engineering approach focused on innovation, optimization, and cost efficiency while maintaining KOC's high operational standards. The projects delivered measurable financial savings, reduced project complexity, shortened delivery timelines, and introduced more sustainable and efficient engineering practices across KOC facilities.

This falls under KOC's culture of continuous improvement, upheld by its hardworking and talented workforce, and Al-Mousa is a prime example.



People of KOC: HSE (Marine)

**A year of enhancement,
engagement, and measurable progress**

Safety in marine operations is built on wet decks, at vessel access points, during personnel transfers, and in the daily decisions made by people at the worksite. KOC's HSE (Marine) Team has always understood this. During FY 2025–26, the Team carried that understanding into a coordinated set of three enhancement programs designed to take Marine's safety performance to the next level — and the people who delivered them have a story worth telling.

The article below highlights the efforts of TL HSE (Marine) Abdulrahman Al-Hajri, along with a number of senior engineers, in developing various specialized programs in this field.

The Direction: Team Leader Abdulrahman Al-Hajri

Team Leader HSE (Marine), Abdulrahman Al-Hajri, set the strategic tone for the year. Before joining the Marine sector, he had piloted two programs as a Senior Safety En-

gineer in the S&EK Directorate: a Safety Empowerment and Engagement model that placed contractor safety personnel under direct HSE technical control, and a risk-based HSE Inspection and Monitoring System (IMS) that brought structured daily review into the Permit-to-Work (PTW) process. Both had delivered measurable results in their original setting and were ready to scale.

When he took up the Team Leader role in Marine, he saw the oppor-

tunity to bring both programs into the marine environment and adapt them to operational realities at sea. He also recognized that marine operations carry hazards unique to the sector.

Drawing on his understanding of these inherent risks — wet decks, vessel-to-berth transfers, gangways, personnel boarding and disembarking — he instructed the Team to launch a dedicated Slips, Trips and Falls (STF) prevention program in parallel with the other two.

That single decision turned a two-program rollout into a three-program initiative and positioned HSE Marine to take a leadership stance on a hazard pattern that affects marine operations worldwide. He defined the direction, secured stakeholder alignment, opened the channels to the Marine Operations and Marine Support Groups' leaderships, and gave his Senior Safety Engineers the mandate, the trust, and the protection to execute. That clarity from the top is what made the rest of the year possible.

The Execution: Senior Engineer Faisal Alkandari



Senior Safety Engineer in the HSE (Marine) Team, Faisal Al-Kandari, led the implementation of all three programs across KOC's Marine operations areas. He received the directive to run the Safety Empowerment and Engagement, IMS, and STF programs in parallel, agreed that the combination would advance HSE Marine's safety performance at structural, procedural, and behavioral levels simultaneously, and accepted the operational responsibility for making it work on the ground.

Running three programs at the same time, across all harbors, five contracts, twenty-two contractor safety personnel, and a permit volume review that grew from 114 in June 2025 to 274 in January 2026, is not a small undertaking. It required daily presence on site, weekly coordination with Safety Engineers and Senior Safety Officers, monthly competency workshops with Permit Issuers and Permit Applicants, and a steady hand on data tracking so that progress could be measured rather than assumed.

His contribution was to translate strategy into routine. He built the deployment matrix that decided which HSE employee went to which site based on permit risk. He set the cadence of the monthly sessions that drove permit quality upward. He executed the five-year STF data review the Team Leader had called for, building it into a rigorous analytical foundation. And, he made sure the numbers were tracked transparently so that every step forward could be defended on the data.

Al-Kandari states:

"The work was not invented by us. The credit belongs to the Team Leader for his direction, and to every Safety Engineer, Senior Safety Officer, Safety Officer, and contractor safety colleague who showed up on site every day and made it a reality."

The Three Programs and the People Behind Them

1. Safety Empowerment and Engagement

The first program strengthened the integration between contractor HSE personnel and KOC HSE employees. This enhancement created a direct technical coordination line between contractor Safety Officers and HSE (Marine), giving contractor safety personnel an active partnership role in HSE delivery alongside their administrative reporting. The goal was simple: to make the contractor safety community a fully integrated part of the HSE (Marine) Team.

Under the enhanced model, approximately twenty-two contractor safety personnel across five active maintenance contracts came under the daily technical coordination of HSE (Marine). Monthly competency workshops were introduced. Direct communication channels were established. Recruitment and selection of contractor safety officers shifted to KOC HSE (Marine) based on observed performance, ensuring the right capability at every worksite.

Behind the structural enhancement were the people who built the daily relationships. KOC Safety Engineers across Marine areas took on the technical coordination role: working alongside contractor safety officers; reviewing their observations; coaching them on observation quality and corrective action follow-up; and reinforcing their voice in HSE matters. Senior Safety Officers and Safety Officers from KOC and contractor sides carried out the daily inspections, the toolbox talks, and the corrective action verifications that made the model live on site.

The results were tangible. Internal audit Opportunities for Improvement and Non-Conformities were fully closed during the period. Contractor on-site toolbox talks



**Manager Marine Support
Group, Soud Al-Otaibi**

grew by 221% from the program's launch baseline, with substantial gains in both volume and direct relevance to the work being executed. Contractor competency awareness participation grew sharply. Closed observations from on-site inspections improved by 2.6 times. On-site PTW inspection coverage strengthened from 28.95% at program launch to 68.66% by November 2025 — more than doubling in less than six months.

2. The HSE Inspection and Monitoring System (IMS)

The second program added a new layer of structured daily oversight on top of the Permit-to-Work process. A Task Force Team (TFT) within HSE (Marine) was formed to conduct risk-based reviews of every electronic Work Permit. Each permit was assessed against critical hazard categories — work at height, confined space, SIMOPS, deep excavation, isolation and bypass, proximity to hydrocarbons, driving exposure, and concurrent activities — and ranked High, Medium, or Low risk through a Decision Log Sheet.

Deployment then followed the rank. High-risk permits required the presence of the respective Facility Safety Engineer. Medium-risk permits brought a Senior Safety Officer or Safety Officer. Low-risk permits were monitored by a Safety Officer. Findings were not closed inside a form; they were communicated back to Permit Applicants and Permit Issuers through official emails, daily site engagement, monthly coordination meetings, and competency workshops.

Under Al-Kandari's coordination, the HSE (Marine) Team's Safety Engineers across the Marine areas carried out the daily eWP review and deployment, working closely with contractor Safety Officers and KOC Permit Issuers to advance permit quality month by month. The same Team contributed to a fifteen-year Personal Injury analysis covering 2010 onward, which grounded the program in real data.

The resulting numbers reflected the discipline of the Team. Permit

Issuer compliance reached 91.02% by January 2026, an increase of 58 percentage points from the program's launch baseline and a 176% improvement against starting performance. Permit Applicant compliance for Marine Maintenance reached 95.13%. Overall PTW compliance across MSG and MOG reached 90.02%. Recurring OFIs were systematically resolved, with Permit Issuer-related gaps reduced from 291 at launch to 27, and Permit Applicant gaps reduced to 14. On-site PTW inspection coverage strengthened from 28.95% to 79.19%.

The enhancement was visible across all Teams. Marine Maintenance moved to 85.10% compliance. Port Operations-I reached 95.38% — and over the same period, the number of permits issued by that Team almost tripled while OFIs reduced to 6, meaning quality strengthened at the same time as workload increased. The combination of higher throughput and higher quality is the harder



outcome to deliver, and the Team delivered it.

3. Slips, Trips and Falls (STF) Prevention

The third program was the Team Leader's direct initiative. TL Abdulrahman Al-Hajri, drawing on his understanding of the inherent hazards of marine operations, instructed the Team to build a dedicated STF prevention program alongside the structural and procedural programs. His reasoning was straightforward: marine operations carry unique hazards — relative motion between vessels and berths, persistently wet surfaces, congested working spaces, dynamic weather and sea conditions — that empowerment and permit monitoring alone could not fully address. STF prevention deserves its own dedicated focus, data foundation, and roadmap.

A five-year internal review covering 2020 to 2025, complemented by benchmarking against international standards (IOGP, IMCA, American Club, EMSA), confirmed STF as a globally significant challenge in marine operations everywhere. The analysis identified that 77% of STF exposure occurred during operational activities such as boarding ships, embarking and disembarking,

transferring personnel, and crossing over on vessels. The data established a clear focus area: the operational transition points where the work demands the most precision.

Meanwhile, Al-Kandari executed the technical work under the Team Leader's directives. The output included the data foundation, a Fishbone analysis covering 44 focus areas across human factors, work environment, management and leadership, material and equipment, process and procedures, and lessons learned, and a three-phase implementation roadmap covering assessment, implementation, and monitoring.

The roadmap moved into execution during Q2 of FY 2025–26. Twenty-one awareness sessions were conducted across Mina Al-Ahmadi, Mina Al-Zour, and vessel locations, reaching approximately 240 KOC employees and contractor personnel. Detailed facility assessments were carried out at MAA and MAZ covering work environment, equipment condition, human factors, procedural compliance, and PPE usage. STF content was integrated into toolbox talks, contractor meetings, and routine HSE communication.

The broader fifteen-year Personal Injury analysis that followed in December 2025 reinforced the roadmap and confirmed where the Team would direct attention next. The results: 90% of corrective actions completed, and a clear downward trend in STF incidents across the implementation period — the strongest indicator that the combined effect of empowerment, monitoring, and targeted STF focus was reaching the worksite.

The Wider HSE (Marine) Team

Beyond the Team Leader and Senior Safety Engineers, the three programs depended on a wider network of contributors whose daily work made the difference between an initiative on paper and an initiative on site. Safety Engineers across all operational areas carried the daily coordination load — reviewing permits in the morning, deploying to high-risk worksites, conducting joint inspections, running toolbox talks, and feeding findings back into the monthly coordination meetings. Senior Safety Officers and Safety Officers on both KOC and contractor sides were the people on the ground: at vessel access points, on wet decks, alongside personnel transfers, near active

permits; and every compliance number in this article can be attributed to them.

The contractor safety personnel embraced the enhanced structure with professionalism and made the empowerment model live in practice. The broader Marine Operations and Marine Support Groups' Teams — Permit Issuers, Permit Applicants, Worksite Supervisors, and operational supervisors — engaged openly with the monthly sessions, took feedback on permit quality in the constructive spirit it was offered, and translated each opportunity into actual improvements in how work was planned and executed.

What the Story Shows

Three programs run in parallel, in a marine environment, across Marine locations, over seven to twelve months, is not a routine workload. It worked because of three things the people involved understood from the beginning.

First, leadership reached the field. The Team Leader set the directions,



including identifying STF prevention as a third program the Team needed to take on, opening the doors with MOG and MSG, and staying visible on site. The Senior Safety Engineer translated that direction into daily routine. Together, they created the tangible difference between an initiative announced and an initiative delivered.

Second, the data was respected. The STF analysis was rigorous. The Personal Injury analysis covered fifteen years. The PTW compliance figures were tracked monthly and reported transparently throughout. Honest data made the case for

each step forward credible to everyone involved.

Third, the Team treated contractor safety personnel as colleagues and partners. The empowerment program gave them a stronger voice. The monthly workshops developed their competency. The result was a contractor safety community that was more confident, more accountable, and more aligned with KOC HSE expectations — and a measurable downward trend in STF incidents that confirmed the approach was reaching the worksite where it mattered most.

A Note of Thanks from the Team Leader

"On behalf of HSE (Marine), I would like to extend my sincere appreciation to every member of the Marine community — KOC and contractors alike — who made this year of professional enhancement possible. The improvements highlighted in this article are not the achievement of any one individual. They are the product of daily commitment by Safety Engineers, Senior Safety Officers, Safety Officers, contractor safety personnel, Permit Issuers, Permit Applicants, Worksite Supervisors, and operational supervisors.

Particular thanks are due to the Marine Operations and Marine Support Groups' Teams for their open engagement with the monthly competency sessions and coordination meetings, and for embracing the enhancement programs in the constructive spirit they were offered. The progress in PTW compliance, audit closeout, contractor engagement, and the downward trend in STF incidents belongs to all of us collectively.

HSE is not a procedure to be complied with. It is a value to be lived. Thank you for living it with us, every day, on site."



Abdulrahman Al-Hajri
Team Leader HSE (Marine)
Marine Support Group

Personal and Organizational Empowerment Through Coaching:

A New Approach to Enhancing Competencies

Since KOC's establishment, the human element has held a vital place in the Company's key strategies and plans. The Company recognizes that its employees are the primary driver behind its operations, implementation of strategic plans, and achievement of ambitious goals that have evolved over the years through efficiency, professionalism, and expertise.

In this context, the Company places significant emphasis on continuously developing employees' competencies and capabilities, striving to keep pace with modern developments and benefit from the latest advancements in all areas of its work.




Saqer Al-Ghelani

Ghada Ahmed

KOC's Training & Career Development Group serves as a cornerstone for workforce development, continuously designing and implementing specialized training programs, establishing academic partnerships, strengthening leadership and talent skills, and supporting employees' self-development.

To provide greater insight into these efforts, The Kuwaiti Digest conducted interviews with Senior Training Officer in the Career Development Team (I), Saqer Al-Ghelani, and Human Resources Specialist, Ghada Ahmed, who revealed a new initiative aimed at enhancing employees' personal, professional, and organizational empowerment.

Personal and Organizational Empowerment

Al-Ghelani explained that the Team recently organized a series of workshops and exploratory awareness sessions focused on personal, professional, and organizational empowerment. These sessions were exclusively offered to specialized Gas sector Groups

in North & West Kuwait, South & East Kuwait, as well as the Innovation & Technology Group and the Reservoir Management Team within the Planning Group.

Al-Ghelani, a Leadership and Career Coach, stated that these sessions primarily aim to empower employees by helping them explore new ways of dealing with challenges, increase self-awareness, improve decision-making under pressure, boost self-confidence, and strengthen self-expression.

He emphasized that all sessions and workshops are designed according to international professional standards and are led by qualified, certified coaches from leading global institutions with extensive expertise in their respective fields. This aligns with the strategies of KPC and KOC, which are committed to adopting the best scientific methods to achieve measurable results and improved performance among participants.

Al-Ghelani clarified that these sessions do not provide training in the traditional sense, nor do

they offer advice or psychological counseling. Instead, they focus on enhancing participants' self-awareness and helping them identify their strengths and weaknesses, leading to positive personal change, improved interpersonal and social skills, and ultimately greater professional and organizational effectiveness.

Unique Importance of Coaching

Ghada Ahmed, a certified coach in executive leadership, emotional intelligence, career development, and women's empowerment accredited by the International Coaching Federation, explained that these programs are implemented according to international competency standards and adhere to global ethical guidelines.

She noted that coaching sessions fill a critical gap often overlooked by traditional education: the gap between knowledge and effective application, career advancement, and self-awareness. Such sessions focus on individuals as leaders and human beings, addressing how personal traits, values, fears, and habits influence leadership



decisions, self-awareness, and personal obstacles such as procrastination and fear of failure.

Ghada Ahmed added that coaching sessions also address:

- Building confidence for decision-making.
- Transforming theoretical knowledge into practical results.
- Prioritization and innovation.
- Converting large strategic plans into actionable daily or weekly steps.
- Advanced feedback techniques based on the latest success stories from major global companies.

Additionally, some coaching sessions focus on developing emotional intelligence and self-awareness by helping participants understand their strengths, weaknesses, and blind spots, while improving self-management through emotional control and resilience under pressure.

The sessions also strengthen effective communication, social intelligence, adaptability to current and future challenges, critical decision-making, learning from failure, and applying lessons learned in a safe environment that encourages growth and creativity.

Awareness Sessions

Under the directives of Manager Training & Career Develop-

ment Group, Fahad Al-Otaibi, the Career Development Team (I) recently organized a series of awareness sessions on personal and organizational empowerment for employees from technical reservoir-related Groups within KOC.

Held under the slogan “Unlock Your Potential: Begin Your Professional Empowerment Journey Today,” the sessions featured Leadership and Career Coach Saqer Al-Ghelani, who highlighted the importance of coaching in building career paths and driving organizational success.

Coach Ghada Ahmed facilitated discussions with participants, providing deeper insight into the role of personal and organizational empowerment in unlocking potential and accelerating professional and personal growth. The sessions were characterized by rich exchanges of experiences and ideas.

Interactive discussions covered a range of technical disciplines relevant to participants’ work, enriching the learning experience. Participants also engaged in practical Q&A sessions focused on real-world challenges and solutions, as well as concrete steps to begin their development journey immediately.

These sessions helped participants understand the fundamentals of coaching and empowerment, its practical impact on career development, and its orga-



Al-Otaibi: Our Goal Is to Develop National Talent

Manager Training & Career Development Group, Fahad Al-Otaibi, stated that all Teams within the Group have dedicated themselves over the years to implementing KOC’s Strategic Vision for human capital development.

He explained that the Group’s key responsibilities include:

- Developing national talent.
- Organizing comprehensive training programs for both new and experienced employees.
- Enabling employees to contribute effectively to operational requirements.
- Establishing academic partnerships with leading universities and educational institutions.
- Bridging the gap between academic learning and workplace needs.

He added that the Group also focuses on field and technical training, specialized programs delivered in collaboration with universities and qualified experts, talent management, and the enhancement of participants’ personal skills.

Al-Otaibi emphasized that all programs are designed in line with the latest global practices, methodologies, and innovations while addressing both current and future challenges and supporting the Oil Sector’s 2040 Strategy.

nizational benefits in strengthening teamwork, improving collaboration, and achieving success. They also highlighted the personal benefits of empowerment, including unlocking potential, building confidence, and creating a clear path for career growth.

Furthermore, the sessions emphasized the importance of resilience and strategic thinking; two essential skills for success in both technical and leadership roles. They also explored future skills required by 2030, aligned with workforce needs identified by the World Economic Forum.

Positive Impacts

The sessions emphasized that personal and organizational empowerment directly contribute to individual growth, which in turn drives team success. High performance and effective collaboration lead to stronger organizational outcomes.

Coach Ghada Ahmed also highlighted the role of a coaching culture in promoting continuous improvement, innovation, and psychological safety within teams. Coaching supports leadership development by preparing a generation of confident leaders ready for supervisory roles and equipped with effective leadership practices and goal-oriented mindsets.

These sessions represent the first phase of a broader awareness initiative that the Career Development Team (I) plans to expand in the future to include additional Groups within Kuwait Oil Company.

This initiative reflects the Team's commitment to empowering individuals, accelerating organizational growth, and helping shape the future success of Company employees.



The International Coaching Federation and the Benefits of Coaching

The International Coaching Federation (ICF) is a global organization dedicated to all aspects of the coaching profession. It independently provides internationally recognized certifications, facilitates networking and knowledge exchange, and offers ongoing professional development opportunities through training programs and specialized workshops.

The organization also supports certified members by providing professional benefits, coaching-related resources, training programs, and credentials.

Benefits of Coaching for Organizations and Leaders

1. Higher Performance and Productivity
 - Coaching can increase productivity by up to 44%.
 - More than 70% of individuals report improved performance.
2. Strong Return on Investment (ROI)
 - Returns typically range from 5 to 7 times the investment.
 - ROI can reach as high as 788%.
 - 87% of organizations report a positive return.
3. Greater Employee Engagement and Retention
 - 72% of organizations report increased engagement.
 - Employee retention can improve by up to 16%.
4. Leadership Development
 - 80% of individuals report increased self-confidence.
 - Coaching improves decision-making skills and clarity.
5. Cultural Transformation
 - Organizations that adopt a coaching culture can outperform others in revenue generation.
 - 51% of organizations report stronger revenue performance after embracing coaching practices.

Ahmadi Through the Generations: Stories of Families Shaping Kuwait's Oil Community

Ahmadi has long been more than just a city at the heart of Kuwait's oil industry—it is a place where families, communities, and careers have intertwined for generations. Recent visits by two remarkable women, Mrs. Fiona Kinloch and Mrs. Leela Mathew, underscore this enduring connection. Though their experiences span different decades and roles within Kuwait Oil Company, both share deep personal ties to the city, reflecting KOC's influence on Kuwait's energy landscape and its lasting impact on the lives and legacies of the people who lived and worked there.





PART I:

A Special Visit for Daughter of Former Employee with Deep Roots in Ahmadi's History

As part of its commitment to preserving its rich heritage and honoring the individuals and families who contributed to the development of Kuwait's oil industry, Kuwait Oil Company hosted a special visit for Mrs. Fiona Kinloch, the daughter of a former employee whose career with the Company dates back to the 1950s.

The visit provided Mrs. Kinloch with an opportunity to reconnect with the city where she spent her childhood and to witness firsthand the remarkable transformation that has taken place in Ahmadi and Kuwait over the decades.

The visit commenced at the Ahmad Al-Jaber Oil & Gas Exhibition, where Mrs. Kinloch and her daughters were warmly welcomed by Manager Public Relations & Information Group, Mohammad Al Basry, along with several employees from the Group. The reception reflected KOC's appreciation for the longstanding contributions of former employees and their families, whose efforts helped shape the Company's legacy and the growth of Kuwait's oil sector.

Following the welcome, Mrs. Kinloch was taken on a guided tour of several key KOC facilities and community landmarks, including the Hubara Center, the Unity Center, and Ahmadi Oasis. Throughout the tour, she was introduced to the rich history, distinctive character, and continuing development

of Ahmadi City, a community that has long been associated with the growth of Kuwait's oil industry.

Mrs. Kinloch's connection to Ahmadi runs deep. Born in 1959 at Magwa Hospital—before the establishment of Southwell Hospital—she spent her early years growing up in Ahmadi City during a formative period in Kuwait's history. Her father was employed by the Anglo-Persian Oil Company, now known as BP, which was one of the founding partners of KOC. He worked at the Mina Al-Ahmadi Refinery and later remained with KOC for a total of 22 years after previously working for BP in Scotland.

Reflecting on her childhood memories, Mrs. Kinloch shared stories of life in Ahmadi during the 1960s and early 1970s. Her family

lived near the North Tank Farm, an area that was closely linked to the operational heart of the oil industry. She attended the Anglo-American School in Ahmadi and recalled a close-knit community where families from different backgrounds lived and socialized together.

Many of her fond memories centered around the recreational and social facilities that were integral to community life at the time. She remembered spending much of her free time at the Cumberland Yacht Club and the Small Boat Owners Association (SBOA), which was located near the North Pier. She also spoke warmly about the Hubara Club, which served as a gathering place for employees and their families and played a significant role in fostering community spirit.

During the tour, Mrs. Kinloch expressed her admiration for the significant urban development and modernization that Ahmadi City and Kuwait have undergone over the years. She noted the striking contrast between the Kuwait she remembered as a child and the modern nation she sees today.

"Ahmadi used to be a city in the middle of the desert," she reflected. "However, it has always been remarkably green."

Her comments highlighted one of Ahmadi's most distinctive characteristics. Despite being located in a desert environment, the city has long been known for its landscaped streets, gardens, and green spaces, which have contributed to its unique identity and appeal for generations of residents.

Mrs. Kinloch praised the progress achieved across Kuwait, noting the extensive development in infrastructure, urban planning, and community facilities. At the same

time, she expressed appreciation for the efforts made to preserve elements of the city's heritage and character, allowing visitors and former residents to maintain a connection with the past.

At the conclusion of the visit, Al Basry presented Mrs. Kinloch with a selection of symbolic gifts on behalf of KOC. The gesture served as a token of appreciation for the dedication and service her father provided during his many years with the Company and for his contribution to the advancement of Kuwait's oil industry.

Mrs. Kinloch also conveyed her sincere gratitude to KOC for organizing the visit and for the warm hospitality extended to her throughout the day. The visit rekindled cherished childhood memories for Mrs. Kinloch while offering her the opportunity to witness the continued growth and evolution of a city that remains an important part of her family's history.

The occasion underscored KOC's ongoing commitment to celebrating its heritage and honoring the people whose dedication helped build the foundations of the Company and Kuwait's energy sector. Through visits such as these, KOC continues to strengthen the connection between its proud past and its dynamic future, ensuring that the stories of former employees and their families remain an integral part of its enduring legacy.

PART-II:

A Pioneer of Southwell: Leela Mathew's Enduring Connection to Ahmadi

For some people, Ahmadi is a place they once lived. For others, it becomes part of who they are.

More than six decades after she first arrived in Kuwait, Mrs. Leela Mathew (née Oommen) still speaks



about Ahmadi with warmth and affection. Although she worked for Kuwait Oil Company for only four years, her memories of Southwell Hospital, the close-knit community, and the pioneering spirit of KOC have remained vivid throughout her life.

Beyond a personal journey, her story serves as a reflection of the generations of employees and families who helped build the unique community that flourished in Ahmadi during KOC's early years. The Kuwaiti Digest had the pleasure of learning more about this story firsthand through an inspiring and heartfelt interview.

Following a Family Legacy

Mrs. Mathew's connection to KOC began long before she joined the Company. Her mother, Achamma Oommen, was among the early medical laboratory technicians employed by KOC, having joined Southwell Hospital's predecessor facilities in Magwa during the 1950s. The family's association with Kuwait stretched back even further: Mrs. Leela's uncle, one of the first members of the family to arrive in Kuwait, joined KOC as an accountant after being selected through the Company's Main Office.

Inspired by her mother's work and eager to remain close to her, Mrs. Mathew applied through British Petroleum's office in Bombay. Following a successful interview, she was selected for employment with Kuwait Oil Company and arrived in Ahmadi on 17 April 1957.

Her journey to Kuwait reflected a very different era. She travelled by BOAC, the predecessor of British Airways, while her future husband made his own journey to Kuwait by ship.

"When I arrived," she recalls, "there was a huge stretch of desert between the airport and Ahmadi. Coming from the greenery of Kerala, it was quite a contrast."

Yet what awaited her in Ahmadi would leave a lasting impression.

A Pioneer at Southwell Hospital

Mrs. Leela Mathew joined Southwell Hospital shortly after its establishment in 1957, making her one of its earliest employees.

Working as a laboratory technician, she gained experience across multiple sections of the laboratory through a system of rotation and cross-training that was uncommon elsewhere in Kuwait at the time.

"KOC was very advanced," she remembers. "We worked under highly qualified people and were trained in different sections. It gave us a broad understanding of laboratory work."

That training would prove invaluable. After leaving KOC, Mrs. Mathew spent much of her professional career with Kuwait's

Ministry of Health—Sabah Health Region, helping establish and develop laboratory services during the country's formative years of healthcare expansion.

She credits her Southwell experience with providing the foundation and confidence for that success.

"The training and exposure I received at Southwell prepared me well for everything that followed," she says. "KOC encouraged people to learn, develop their skills, and grow professionally."

This commitment to employee development, Mrs. Mathew believes, was one of the qualities that distinguished KOC as a pioneering institution beyond its oil operations, reflecting in its healthcare services and community building as well.



Magwa Hospital



Southwell Hospital

Life in Ahmadi

Like many KOC employees of the period, Mrs. Mathew lived in Company accommodation near the Main Office. Her apartment consisted of two bedrooms, a dining area, and a kitchen, set within one of Ahmadi's distinctive residential neighborhoods.

She remembers a town unlike any other in Kuwait.

"Ahmadi was quiet, beautiful, green, and very well maintained," she says. "The English-style houses felt like cottages."

The community was equally memorable. Employees and families from different countries, cultures, and faiths lived side by side, creating a unique social environment.

Weekends were filled with activ-

ities at the Hubara Club, where residents enjoyed cricket, basketball, tennis, and social gatherings. Church services at St. Paul's Church brought together Christians from many traditions, while neighbors routinely supported one another in both everyday life and special occasions.

"It was a very close-knit community," Mrs. Mathew recalls. "People were always helpful."

Ahmadi also offered experiences that were rare elsewhere in Kuwait during those years. Residents shopped at Spinneys, where imported products could be found long before large hypermarkets became common in the country. Visitors from Kuwait City often travelled to Ahmadi simply to experience facilities, services, and ameni-

ties that could not yet be found elsewhere.

A Wedding Remembered



One of the most memorable milestones of Mrs. Mathew's life took place in Ahmadi.

On 3 February 1961, she married K.T. "Jolly" Mathew at St. Paul's Church in a ceremony that drew widespread attention within Kuwait's Indian community and was later featured in KOC's internal publication.

The church was decorated with flowers, while the ceremony itself blended Eastern and Western traditions. Alongside familiar Western wedding customs, guests witnessed the sprinkling of rose water, the presentation of sandalwood paste, and the burning of sandalwood incense—believed to be the first Ahmadi wedding to combine these traditions.

The ceremony was conducted by Rev. Father George Kurlan, who travelled from Bahrain specifically for the occasion, while local arrangements were coordinated by Rev. T.R. Ashton.

Mrs. Mathew, dressed in a silver brocade sari and carrying a bouquet of red and white carnations imported from Lebanon, was attended by bridesmaids from the local community. Distinguished guests included the KOC Director's wife, Mrs. E. Boaden, and Mrs. T. Campbell; while many KOC colleagues and friends helped organize the event.

Following the ceremony, a reception was held at the Unity Club, where approximately 550 guests gathered to celebrate.

"It was the support of the community that made it so special," Mrs. Mathew remembers. "Everyone worked together and helped with the arrangements."

Her marriage also marked the end of her employment with KOC. At the time, Company policy required female employees to leave their positions after marriage—a reflection of the social norms of that era.

A Lasting Family Connection

Although Mrs. Mathew's years as a KOC employee were relatively brief, the connection established during that period shaped her family's future in Kuwait.

Today, several generations of the family remain in the country and have built successful careers and businesses within the healthcare sector, working closely with healthcare institutions and industrial organizations across Kuwait; including New Ahmadi Hospital and KNPC refineries.

For her children, visits to Ahmadi became cherished family traditions.

"Coming to Ahmadi was always the highlight of the week," recalls her daughter, Sunitha Mathew. "It felt like a getaway."

They remember watching cricket matches, visiting family friends who still worked at Southwell Hospital, enjoying picnics in Ahmadi Garden, and driving to the nearby seashore. The town's distinctive atmosphere left a lasting impression.

Even today, the family continues to visit Ahmadi regularly, particularly during the National Holidays and Christmas season when the area is illuminated with festive displays.

"Whenever family visits Kuwait, we bring them to Ahmadi," Sunitha Mathew says. "It is foundational to our family story."

Ahmadi's Enduring Legacy

During a recent visit, Mrs. Mathew toured the modern Ahmadi Hospital and viewed historical photographs of Southwell Hospital. The transformation astonished her.

"There is no comparison," she says. "The development Kuwait has achieved is incredible."

Yet despite the changes, she believes Ahmadi has preserved the qualities

that always made it special: its greenery, cleanliness, sense of community, and commitment to excellence.

When asked what role KOC has played in shaping life in Ahmadi, her answer was immediate.

"KOC values diversity," she says. "People from many backgrounds came together, and each contributed something unique. That culture left a lasting imprint on Ahmadi."

For younger generations working at KOC today, she offers a message of appreciation and responsibility.

"You are highly knowledgeable and well equipped," she says. "Maintain these high standards and appreciate the opportunities KOC provides. The people working here today, particularly young Kuwaitis, are competent, devoted, and caring."

More than sixty years after arriving in Ahmadi as a young laboratory technician, Mrs. Leela Mathew remains one of many former employees whose memories remind us that KOC's history is not only measured in barrels of oil or industrial achievements.

It is also found in the communities it built, the careers it nurtured, the families it brought together, and the enduring affection that generations continue to hold for Ahmadi.

The stories of Mrs. Fiona Kinloch and Mrs. Leela Mathew illustrate that Ahmadi's legacy extends far beyond its oil infrastructure. It lives on in the memories of childhoods spent amidst green streets and tight-knit communities, in the pioneering spirit of early employees, and in the families whose lives were forever shaped by their time in the city.

For KOC, these personal histories are a vital part of its heritage, reminding us that the Company's legacy is found in its achievements, its communities, and the enduring connection generations of people continue to share with Ahmadi.

HSE 5 Across Challenge: Play Safe. Win Big.



HSE 5 Across Challenge

Congratulations to Our Winners



1st place: Aisha Al-Sulaili
Finance Group Admin - Finance Group

KOC ID: 64187



2nd place: Mohammad Abdullah Aleissa
CMK Group Admin - CMK Group

KOC ID: 84743



3rd place: Khadeejah Jamal Alfaiakawi
Budget & Cost Team - Finance Group

KOC ID: 86582

With best compliments from **HSE Ahmadi** and **Services & Call Center Team**



**PLAY SAFE.
WIN BIG.**

Objective

As part of its continued efforts to promote and foster a strong, positive, and impactful HSE culture within the organization, the HSE Team (Ahmadi) introduced a new initiative titled "HSE 5 Across Challenge".

The main objective of the challenge was to facilitate the reinforcement of daily HSE practices and awareness in a meaningful and engaging way, while ensuring that it remains lively and entertaining at the same time.

The application was developed in coordination with the Services & Call Center Team and was rolled out from 11 Jan 2026, as an online HSE Challenge for the employees of the Admin & Finance Directorate.

As part of the challenge, employees were required to complete one HSE task each week for a period of 5 weeks. The challenge helped to actively engage personnel online through interactive activities and knowledge-based tasks.

Top performers were recognized and rewarded with attractive prizes during Admin & Finance Directorate 4th QPR (2025-26) meeting held on 15 April 2026.

As part of KOC's ongoing efforts to promote and foster a strong, positive, and impactful HSE culture within the organization, the HSE Team (Ahmadi) successfully completed a new initiative titled "HSE 5 Across Challenge" for the employees of the Admin & Finance Directorate.

The primary objective of the challenge was to facilitate the reinforcement of daily HSE practices and awareness in a meaningful and engaging way, while ensuring that it remains lively and entertaining at the same time. The challenge

aimed at improving compliance with HSE standards and promote a culture of continuous improvement in workplace HSE practices.

Achievements

The application was rolled out through the KOC Portal from 11 Jan 2026, as an online HSE Challenge for the employees of the Admin & Finance Directorate.

Planning Engineer from the HSE Team (Ahmadi), Abdullah Al-Baijan, presented the details of the challenge during Admin & Finance Directorate's 3rd QPR (2025-26) meeting which was held on 21 January 2026.

The challenge was published on the Portal for a duration of 5 weeks from 11 January to 12 February 2026. This initiative helped to actively engage personnel online through interactive activities and knowledge-based tasks.

It was a unique and innovative initiative which resulted in improved HSE performance and enhanced awareness among employees. The

participation level was commendable, reflecting a collective commitment to maintaining a safe and healthy work environment.

Project Overview

HSE 5 Across was an online HSE challenge developed by the HSE Team (Ahmadi) in coordination with the Services & Call Centre Team. The application was developed with a 5x5 grid board with randomized HSE task assignments to be completed by the player.

The employee/player is allowed to open one task per week, and complete that task over a period of one week. Upon completion of a task, the player is given the option to upload the proof of completion or type in their comments.

Once completed, the player submits the tasks for review and approval. The players were required to complete 5 tasks in a row (horizontally, vertically, or diagonally) and claim the challenge.

The winning logic of the challenge was to detect the first users who

complete all five tasks and get them approved by the HSE Team (Ahmadi).

The concept of the challenge was presented by the HSE Team (Ahmadi) during an HSE Group meeting, and was approved by Manager HSE Group, Naser Al-Buhairi.

Recognition of Excellence

Outstanding performers were recognized for their exceptional performance and commitment to HSE excellence.

The awards to the winners were distributed by DCEO Admin & Finance, Waleed Al-Rubaian, and Team Leader HSE Ahmadi, Abdulrahim Al-Kandari, during Admin & Finance Directorate's 4th QPR (2025-26) meeting held on 15th April 2026.

The successful completion of the challenge highlights the organization's commitment to fostering a strong HSE culture. This initiative is anticipated to be implemented across additional Directorates during the current Fiscal Year.

From the Winners' Perspective

The success of the challenge is best reflected through the experiences of its winners. Below are insights and reflections shared by our top performers, highlighting their journey, learning, and commitment to HSE excellence.

1st Place Winner:
Manager Finance Group,
Aisha Al-Sulaili:

"Thank you very much for this wonderful interactive initiative and for the recognition".



From the Winners' Perspective

2nd Place Winner:
Group Planning Coordinator,
CMK Group, Mohammad
Aleissa:

"Participating in the HSE 5 Across Challenge was a very engaging and informative experience. I enjoyed how the contest encouraged us to actively observe our surroundings, take pictures, and search for practical HSE-related answers, making learning both interactive and enjoyable".



From the Winners' Perspective

3rd Place Winner:
Accountant, Budget & Cost
Team, Khadeejah Alfaiakawi:

"I sincerely appreciate the opportunity to take part in this challenge. It was exciting to be among the first employees to participate and even more rewarding to win. The experience was enjoyable and helped me recognize important aspects of Health, Safety, and Environment. The tasks assigned were engaging and thought provoking, and I strongly encourage everyone to join these activities as they play a vital role in raising awareness about workplace safety and environmental improvement".



Kuwait's Hidden Biodiversity: From Ancient Shrimp to Thriving Marine Reserves

Kuwait's natural environment is often defined by its vast deserts and challenging climate, yet beneath this harsh exterior lies a remarkable diversity of life. From temporary freshwater pools that emerge after seasonal rainfall to thriving marine habitats along the coastline, Kuwait's ecosystems reveal extraordinary examples of resilience, adaptation, and ecological balance in its wildlife.



As part of its commitment to Corporate Social Responsibility (CSR) and environmental stewardship, Kuwait Oil Company continues to support initiatives that promote the protection and understanding of Kuwait's natural heritage. Through various and longstanding partnerships with local environmental organizations, conservation programs, and different awareness efforts, KOC aims to highlight the importance of preserving biodiversity and fostering sustainable practices for future generations. This also falls in line with its commitment to the United Nations Sustainable Development Goals.

This article explores two different yet equally compelling examples of Kuwait's rich ecological landscape: the ancient Triops shrimp that survive in ephemeral desert pools, and the flourishing coral ecosystems of the Jaber Al-Kuwait Marine Reserve. Though vastly

different in habitat, both stories reflect a common message that KOC would like to reinforce: nature's resilience and the vital role that conservation, collaboration, and environmental responsibility play in safeguarding these ecosystems.

Triops – Ancient Survivors in Kuwait's Desert Pools

When most people think of Kuwait's landscapes, they visualize arid desert environments. But this is far from the truth: hidden throughout Kuwait are pockets of surprising biodiversity.

One such habitat is temporary freshwater pools. In this article, the Kuwaiti Digest will be discussing a remarkable inhabitant of these temporary pools that many may not be familiar with: the Triops, a small tadpole shrimp often described as a "living fossil." Belonging to the order Notostraca, Triops have remained largely unchanged for over 220 million years, surviv-

ing massive environmental shifts since the Triassic and Jurassic periods.

Triops granarius, the species most commonly observed in Kuwait, is easily recognized by its flattened carapace and segmented body with multiple pairs of legs, reaching up to 10 centimeters in length. These omnivores feed on algae, detritus, and small invertebrates, playing a critical role in nutrient cycling within their habitats. Their life cycle is equally extraordinary: Triops lay durable eggs capable of withstanding years of dryness, ready to hatch rapidly when ephemeral pools appear after rainfall. Their short life span of a few weeks to months is offset by fast growth and prolific reproduction, ensuring the continuation of their species.

Triops thrive in diverse environments across Kuwait, from northern gravel plains and wadis near Kuwait City and Jahra, to central



desert depressions and southern coastal flats. They can even inhabit temporary human-made ponds. This adaptability demonstrates how even the harsh desert environment can sustain complex ecological systems.

These small creatures are more than ancient survivors; they serve as vital links in local food webs, providing sustenance for birds and insects while maintaining ecological balance in temporary freshwater pools, and stand as a fascinating example of Kuwait's rich, vibrant biodiversity that continues to surprise and captivate us.

Jaber Al-Kuwait Marine Reserve – Building a Legacy of Marine Conservation

While Triops thrive in ephemeral desert waters, Kuwait is also home to thriving marine ecosystems supported by innovative conservation efforts. The Jaber Al-Kuwait Marine Reserve, developed by the Kuwait Dive Team under the Environmental Voluntary Foundation, is a testament to decades of dedication to coral reef restoration and biodiversity.

(KUNA): On May 18, 2026, The Kuwait Dive Team, affiliated with the Environmental Voluntary Foundation, announced the observation of extensive and dense growth of coral and sponges, along with the settlement of thousands of organisms including shellfish, oysters, echinoderms, algae, and numerous fish species in the artificial coral reef colonies of the Jaber Al-Kuwait Marine Reserve in southern Kuwait. Mahmoud Ashkanani, the team's Environmental Projects Manager, stated that the Jaber Al-Kuwait Marine Reserve is part of the team's "Artificial Marine Reserves" project, the culmination of over 30 years of volunteer work in the field of coral reef conservation and development in Kuwait.

Ashkanani added that the project has achieved significant success by creating an environment similar to natural coral reef habitats, characterized by a high density and diversity of organisms, as well as a wide variety of colors. He stated that this major environmental project began in 1996 with the installation of solid concrete blocks (breakwa-

ters), which have since diversified in shape and size, reaching heights of up to three meters and depths of 7 to 17 meters, distributed across 20 locations. Ashkanani commended the Environment Public Authority (EPA) for its support, as well as KOC, Mina Al-Ahmadi Port, and KNPC for their contributions to this significant environmental project; demonstrating the collaborative effort required for sustainable environmental stewardship. He urged beachgoers and chalet visitors to preserve these protected areas and their rife biodiversity by refraining from discarding fishing traps and nets around them, and to report any violations or encroachments on coral reef sites to the relevant authorities.

Alongside enhancing Kuwait's vibrant marine biodiversity, it also provides an educational platform and serves as an inspiring reminder of the positive role humans can play in protecting natural habitats. Visitors are encouraged to respect these areas by avoiding fishing equipment disposal and reporting violations, ensuring the continued health of these thriving ecosystems.

Biodiversity, Resilience, and Stewardship

From ancient Triops shrimp in temporary desert pools to vibrant artificial coral reefs in Kuwait's southern waters, these ecosystems illustrate a central theme: the resilience of life and the importance of proactive conservation. Just as Triops have adapted over millions of years to exploit fleeting water sources, the Jaber Al-Kuwait Marine Reserve demonstrates how carefully planned human interventions can foster thriving marine biodiversity.

For KOC, supporting these initiatives reflects a broader commitment to environmental stewardship and the preservation of Kuwait's natural heritage. Through partnerships, research, and conservation projects, KOC continues to help safeguard both desert and marine ecosystems, ensuring that the country's unique, precious biodiversity thrives for generations to come.



Camel Racing in Kuwait: Tradition, Sport, and Cultural Identity



Camel racing is one of the most deeply rooted cultural sports in Kuwait and across the Arabian Peninsula. More than merely a race, it represents centuries of Bedouin heritage, strength and tradition, brought into the modern era with organized leagues, technology, and international participation.

From desert gatherings to professional championships, camel racing in Kuwait has evolved in ways that honor the past while embracing contemporary sports culture.

It is worth noting that KOC has a long tradition of celebrating sports and community heritage through its historic Ahmadi Sports Days, where camel racing was one of the featured events. These races highlighted Kuwait's rich cultural heritage, bringing together employees and their families to enjoy this traditional sport in a festive and community-centered atmosphere.

Origins and Cultural Significance

Camel racing in the Arabian Peninsula dates back centuries. While the sport was initially an informal competition among Bedouins to test the endurance and speed of their camels, it eventually transformed into a structured cultural pastime. Camels themselves have long been symbols of resilience and survival in the harsh desert environment, making them natural icons for competition.

In Kuwait, the origins of camel racing as an organized sport date back to the latter half of the 20th century. The drive toward formalizing races came amid broader cultural

renewal efforts, with the intent to preserve heritage while building community engagement.

The Kuwait Camel Racing Club

The cornerstone of modern camel racing in Kuwait is the Kuwait Camel Racing Club, formally established on August 22, 1991. This followed earlier informal races and came with strong support from the late Amir, Sheikh Jaber Al Ahmad Al Jaber Al Sabah, who sought to protect this heritage sport from fading as Kuwait developed economically.

The club's establishment marked a turning point. Races became standardized, competitive and officially regulated. Tracks were con-

structed to global standards, rivaling facilities in neighboring Gulf countries. The club hosts a range of activities from seasonal weekly local races to international championships.

Today, the club hosts camel races throughout the October to March racing season, with events held most Saturdays. The races are open to the public and often draw enthusiasts across Kuwait's social spectrum.

Race Structure and Tracks

Camel racing in Kuwait includes a variety of events across multiple distances. The Kuwait Camel Racing Club facility offers specialized tracks for different competition formats:

- Main racetracks of 10 km, 8 km, and 6 km
- Training and endurance tracks of 4 km and 1650 m

These tracks are designed to test the athleticism and stamina of racing camels, with races typically scheduled according to camel age categories and competitive class.





Weekly competitions often involve a series of preliminary rounds culminating in a main event, drawing camel owners and spectators alike. The races are lively gatherings that celebrate sport along with communal pride and tradition. Spectators can watch from stands or follow the race in vehicles, a unique aspect of the experience.

Annual Kuwait International Camel Racing Championship

One of Kuwait's most high profile camel racing events is the Kuwait International Camel Racing Championship. Held annually under the patronage of His Highness the Amir, this championship draws participants from across the GCC, Arab world, and sometimes beyond.

Participation from Gulf and Arab camel owners underscores the event's prestige.

These championships are a highlight of the sporting season, offering competitive races across distances and age groups. Winners

are celebrated with trophies and recognition, enhancing the value of both the owners and the camels themselves.

Modernization and Robot Jockeys

Camel racing in Kuwait has embraced technological innovation to modernize the sport and improve safety and efficiency. One of the most notable advances has been the introduction of robot jockeys, first implemented in 2005. These Swiss-made, remote-controlled devices ride camels during races, allowing precise control over speed and performance.

The use of robot jockeys has transformed the way camel races are conducted, making them more standardized and easier to manage. Owners can now remotely operate the robots, combining traditional racing techniques with modern technology. Today, robot jockeys are a common feature in professional races across Kuwait, demonstrating how innovation can preserve cultural sports while

adapting to contemporary standards.

Community and Social Impact

Beyond a sport, camel racing is a social occasion. In Kuwait, races are community events where families, friends, and visitors converge, reinforcing social bonds and heritage. These Saturday events bring together people from different age groups, often accompanied by music, picnics, and other festivities.

Moreover, participation is not limited to Kuwaiti nationals. Expatriates and international guests engage in the sport, further broadening cultural understanding and appreciation.

Economic and Breeding Aspects

Camel racing also has an economic dimension. Purebred racing camels can command high prices, with successful racing history significantly increasing an animal's market value. Owners invest in nutrition, genetics and training, turning

camel care into a lucrative micro industry.

There is also trade in racing camels between countries in the Gulf and the Arabian Peninsula, often reflecting deep networks of breeders and enthusiasts.

Challenges and Future Prospects

Despite its popularity, camel racing faces challenges.

- Climate and Seasonal Limits:

Kuwait's extreme summer temperatures mean races run primarily in the cooler months, October through March. Scheduling considerations are crucial for camel health and spectator comfort.

- Regional Competition and Standardization

As neighboring Gulf countries invest in their racing leagues, Kuwait remains committed to maintaining high standards, attracting international participation while preserving its unique cultural flavor.

Heritage in Motion

Camel racing in Kuwait encapsulates the region's rich history and evolving identity. From informal desert contests to formalized weekly races and international championships, the sport bridges tradition and innovation. It honors Bedouin roots while embracing modern organizational structures and technology.

The annual international championship showcases Kuwait's commitment to preserving cultural heritage. With robot jockeys, advanced track systems, and large community engagement, camel racing in Kuwait continues to thrive as both sport and cultural celebration, drawing visitors and participants from near and far.



Storex Operators at work

1964





إحدى شركات مؤسسة البترول الكويتية
A Subsidiary of Kuwait Petroleum Corporation