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## ISPO CONFERENCE

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# Marine Pilots Well-being, Fatigue, and the Future of Marine Pilots



**ADNOC Logistics & Services**



**Speaker: Capt. Abdelrahman Alhammadi**

**Vice President, Petroleum Port Operations**



# ADNOC LOGISTICS & SERVICES



## What We Do

ADNOC L&S is a fully integrated global energy maritime logistics leader that operates onshore and offshore energy-related logistics activities, including international energy transportation, for more than **100 customers** in over **50 countries** with offices in **19 cities**.



**100 plus**  
Global customers in  
**50+ countries**

**600 plus**  
Vessels operated and  
chartered

**340 plus**  
Vessels owned

**19**  
Offices globally





# MARINE SERVICES

Our Marine Terminal Operations business line plays a vital role in supporting ADNOC Group's petroleum ports, both onshore and offshore. ADNOC L&S is the exclusive licensed operator authorized to service all petroleum ports within the Emirate of Abu Dhabi.

Every vessel arriving at or departing from ADNOC's petroleum ports is supported by at least one of our tugboats, ensuring safe, efficient, and seamless marine operations.

**65+**

**MARINE SUPPORT VESSELS**

**6**

**MARINE TERMINALS OPERATED**



# People First

## The True Power Behind Maritime Progress



Empowering Marine Pilots to Lead with Strength, Adaptability, and Purpose



While technology, digitalization, and sustainability shape the future of maritime, our greatest asset remains our **people**.

The flexibility, safety, and cultural empowerment we provide to our Marine Pilots are not just operational priorities, they are **strategic imperatives** that define the resilience and excellence of every port



# Bedrock of Our Operations



## Why Pilots are Indispensable



### **Marine Pilots are critical enablers of global energy flow.**

They ensure environmental safety, infrastructure protection, and uninterrupted trade.

### **ADNOC operations demand precision.**

From SPMs to congested harbors, our Pilots manage high-risk, high-impact maneuvers with zero tolerance for error.

### **Judgment under pressure is key.**

Confidence and decision-making are strengthened by a culture of support and trust.

### **Well-being is a strategic lever.**

Investing in our Pilots' mental, physical, and professional health directly enhances safety, efficiency, and resilience



# The Four Pillars of Our Cultural Renovation

How do we translate this philosophy into action?  
At ADNOC L&S, our strategy rests on four interconnected pillars.

**Pillar 1 — Leadership through Engagement & Transparent Communication**

**Pillar 2 — Proactive Well-being & Fatigue Management as a Safety Protocol**

**Pillar 3 — Empowering Pilots as Safety Leaders and Cultural Ambassadors**

**Pillar 4 — Collaboration & Building Future Leaders**







# Pillar 1

## Leadership through Engagement & Transparent Communication

Innovation begins with engagement and listening.

### A culture that begins with listening

- Regular one-to-one meetings between Station Management and Marine Pilots.
- Real conversations: operational debriefs, challenges, and ideas.



### Real Impact

- Identified shift handover bottleneck.
- Introduced digital handover checklist → 15-min reduction per handover, improved continuity, minimized miscommunication



# Digital Intelligence Empowering People

## AI-Enabled Platform

- Integrates communication, planning, and well-being.
- Analyzes vessel schedules, HSE obligations, Pilot competencies, working hours, and rest periods.

To assign the right Pilot, Tug Master, or marine craft for each job, balancing operational needs with fatigue risk and compliance.

Efficiency with purpose

Flexibility and fairness

Smarter field  
communication

Safety by design





# Pillar 2

## Proactive Well-being & Fatigue Management



Fatigue is a critical, often hidden risk in marine pilotage.

Our approach transforms fatigue management from a reactive response to a proactive safety culture, prioritizing both physical and mental well-being.

- Fatigue as a Workplace Hazard
- Impact on Safety
- Organizational Responsibility





# Keys to Proactive Fatigue Management



1. Medical Support & On-Site Clinics
2. Technology-Driven Monitoring
3. Human Connection & Peer Support
4. Integrating Mental Well-being
5. Leadership Commitment





# Pillar 3



## Empowering Pilots as Safety Leaders & Cultural Ambassadors

Pilots are not just navigators; they are frontline safety leaders and cultural ambassadors.

By formally integrating Pilots into our safety leadership structure, we elevate operational standards and foster a proactive safety culture

### Keys to Empowerment

- Frontline Safety Leadership
- Authority to Act
- Raising Team Standards
- Cultural Ambassadorship





# Pillar 4



## Collaboration & Building Future Leaders

### Silo-Breaking Forums

Regular, informal gatherings among Pilots, Tug Masters, and Coxswains build trust and shared situational awareness. Open discussions of ongoing activities and improvement ideas break down barriers and drive continuous improvement.

### Succession Planning

High-potential Pilots are identified and given cross-functional exposure, rotations through Port Control, planning roles, and station management support. This clear career path fosters ownership today and develops the leaders who will steward our industry for the next generation



# The Future Harbor A Collective Vision



Our cultural transformation is a journey, not a destination.  
The future harbor we build together will define safety, efficiency,  
and well-being for generations to come.

## Keys to Our Collective Vision

- Leveraging Digital Tools
- Expanding Well-being Programs
- Sharing Best Practices



# A Call to Action

In conclusion, distinguished colleagues, the message is simple. A Pilot who feels valued, supported, and empowered does not just guide ships. He or she guides our entire industry toward a safer, more sustainable, and more prosperous future.

The well-being of our Marine Pilots is the cornerstone of that future. Let us leave this conference not just with new ideas, but with a renewed commitment to the people who make it all possible..

“ The Human Harbor we build for our Pilots will determine the safety and efficiency of every physical harbor we operate. Let’s shape the future together.

“  
**Thank you**

Capt. Abdelrahman Alhammadi  
Vice President, Petroleum Port Operations