



Unlocking the UAE's natural energy

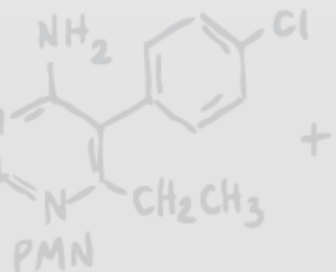
Targeting, motivating and recruiting the new
generation of energy pioneers



رؤاد الطاقة
Energy Pioneers

Summary

Context – ENEC & Human Capital Development
Challenges
Strategy
Tactics & Planning
Attracting Talent
Why us?





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Energy Pioneers

Context

Launched in
2009

450+

Job and scholarships
vacancies to fill in 2013

4

nuclear energy plants
starting in 2017

Limited

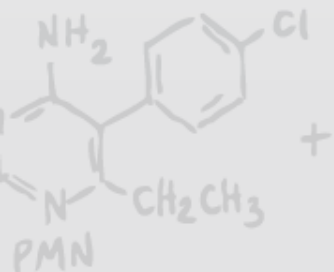
Communications Budget

2000

employees by 2020

60%

Emiratization target

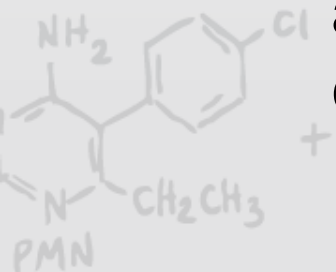




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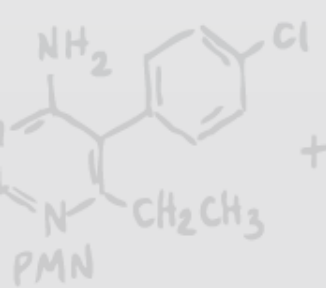
Context – The Emirati Engineers challenge

- The oil heritage & influence
 - +35 years since oil was first exported
 - Aging work population: over the next decade, half of the people employed in UAE oil sector will retire
 - “10-15% of positions are vacant due to shortage of the right skills”, Petroleum Institute
- Less than 25% of Emiratis in higher education are studying science and technology and 64% study Business majors
- The competition for Emirati talent is significant: limited amounts of students graduate every year companies compete for talent





Challenges

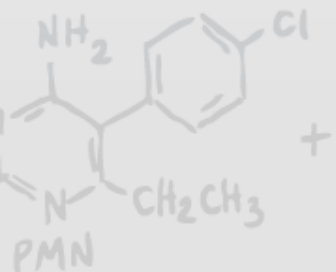




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Strategy

- Understand our stakeholders
 - Nuclear energy careers had low awareness
 - As a sector, it was an energy industry of the future
 - It had a clear vision and was positioned as an strategic energy source for the future of the UAE
 - Nuclear had negative connotations
- Key stakeholders were:
 - Current and potential students
 - Influencers: family and educators





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Strategy - Positioning

The Past



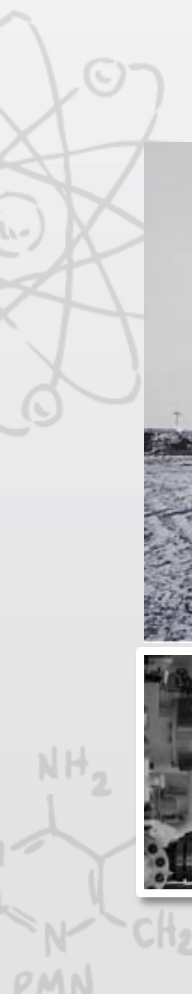
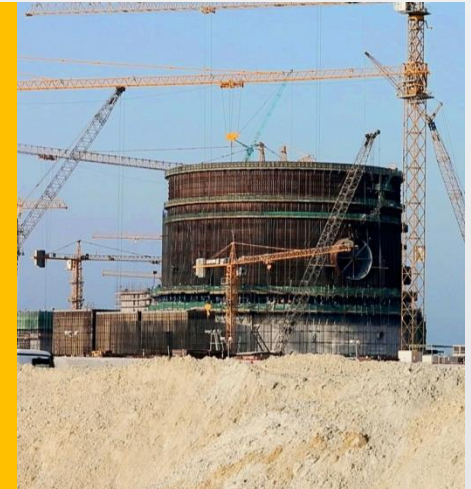
Since the UAE discovered oil, its best and brightest sought careers in this industry.

They were the first generation of energy pioneers.



The Future

Position careers in Nuclear Energy as a new route to create energy pioneers, with new opportunities for growth and career development

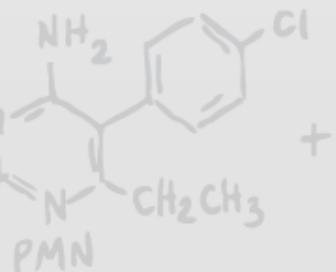




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Strategy - Approach

- Three-tiered strategy:
 - Educator awareness programmes
 - Traditional media to reach parents
 - Social media to reach young Emiratis
- Regular, effective communications throughout the year

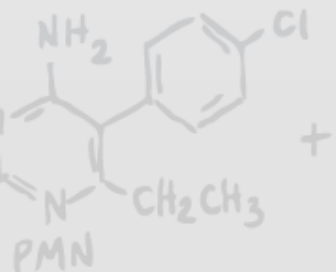




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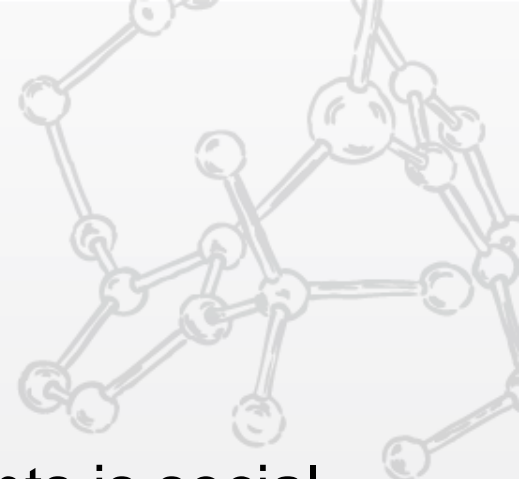
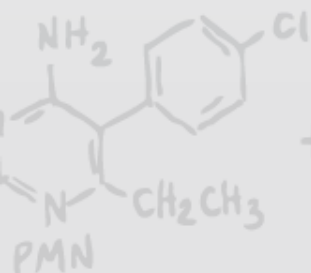




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Social Media?!

- Most effective channel to reach students is social media...
 - ENEC had taken the decision not to actively pursue social media...
 - Twitter account with 170 followers
 - Two Facebook pages (one owned by ENEC, another unknown)
 - LinkedIn page with less than 1,000 followers
- Opening to social media had challenges:
 - Restructuring of the communications team
 - New processes to regulate and unify our message
 - Perfection in content, responsiveness and crisis preparedness

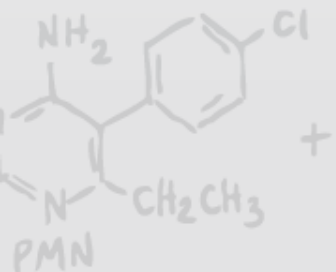




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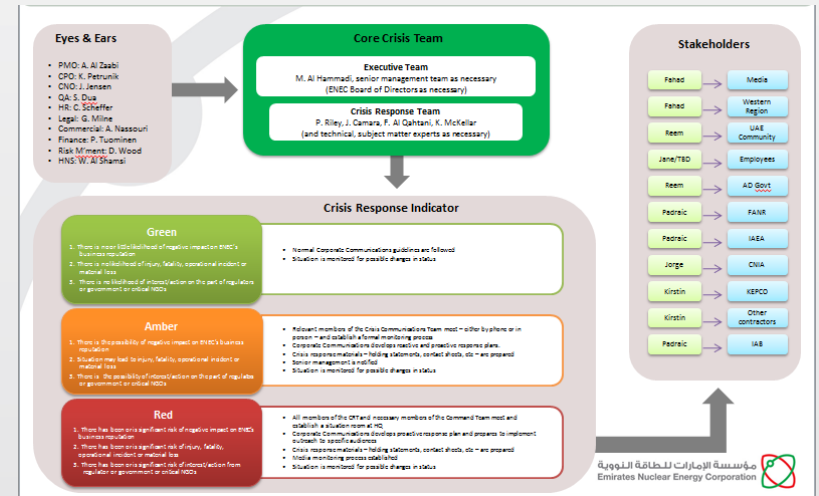
Social Media - Reputational Risk

- To be positioned as a transparent, responsible and educative nuclear energy company across social media platforms.
- ENEC and UAE program had outstanding local acceptance
 - Goal: protect and improve our reputation while not letting the international debate on nuclear energy influence our strategy and campaign



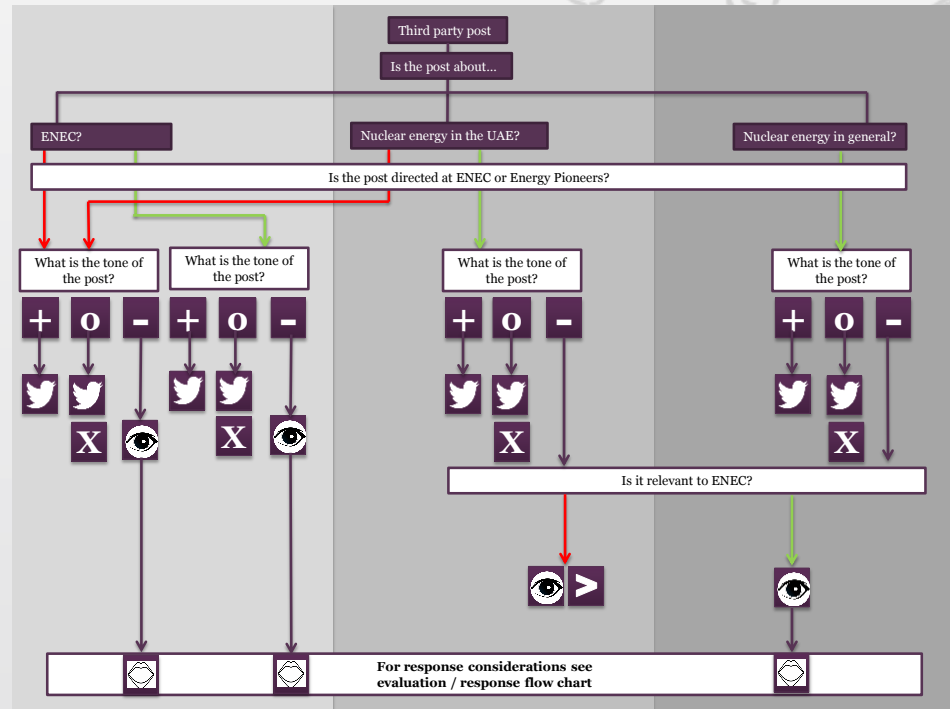
Integration with Crisis Communications Plan

- Social Media transformed the Crisis Communications and Preparedness policy and procedure
- Interactions required immediate analysis
- Social Media was integrated in the Crisis Plan
- A grading system was required to analyze incoming interactions and assess them for actions



Grading & regulation system

- This would be the first proactive use of social media by ENEC on a corporate level
- Clear processes were developed to manage interaction on social media – critically important for such a sensitive industry



Social Media Procedure

COM-PRC-100-01 • Rev 0 • Page 3 of 11 • Effective date: 02 January 2013

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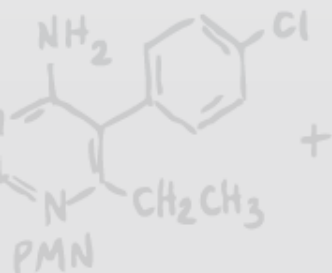
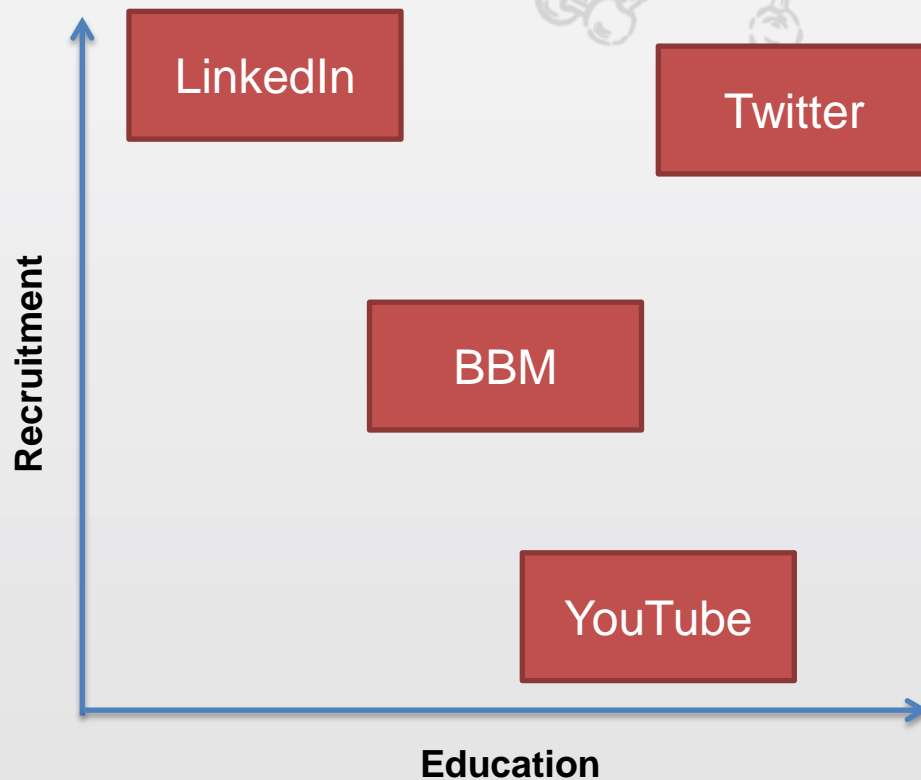
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4.0 REQUIREMENTS	4
5.0 TERMS AND DEFINITIONS	4



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Reaching young Emiratis

- A clear channel strategy to reach Emiratis with both education and recruitment messages





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Media & Social Media Integration

- We developed a calendar of activities, integrated across our three core strategies

HCD Media Plan May - September 2013					
Focus	Event	Activity	Deliverables	Requirements	Date/Weeks
Recruitment	Fujairah Career Fair	<ul style="list-style-type: none"> Press Release – Calling for talents, the nature of our participation in the Fujairah Career Fair, directing applications to Interview Fujairah Radio 	<ul style="list-style-type: none"> Press Release Content – Four Comms Fahad AlQahatani Speaking about Energy Pioneers, recruitment and HNDT calling for applications. 	<ul style="list-style-type: none"> Press Release Content – Four Comms Interview and prep 	May 13-18 sun mo tu we thur fr sa 12 13 14 15 16 17 18
					May 19-25 sun mo tu we thur fr sa 19 20 21 22 23 24 25
					May 26 - June 1 sun mo tu we thur fr sa 26 27 28 29 30 31 1
Scholarships	Concrete Pouring HNDT Feature Article	HNDT Feature Article Prep	Feature article following 28th of May event showcasing 5 HNDT students, AD Politechnic Director Dr. AlAwar and Dr. Anthony Hechanova, Head of Advanced Energy Engineering Technology Division. Students are: <ul style="list-style-type: none"> Fahad Khaled Ebrahim A.M.S Al Harmsud Fahma Saleh Abdalla Khames Ramzi Basim Mohamed Abdalla Ali Al Maseeni Humaid Khan Humaid Ashain Al Ameri Lulwa Abdullahi Al Mullaoudh The students will visit the site on the 28th, meet the VIPs to entice their experience and be interviewed.	<ul style="list-style-type: none"> Logistics finalization Four to draft content and suggest media Quote from Dr. AlAwar and Dr. Anthony Quote from Dr. Chookah 	June 2-8 sun mo tu we thur fr sa 2 3 4 5 6 7 8
Scholarships	IAT Distinguished Awards Ceremony Kick-off (27 May - 28 June)	Joint Press Release with IAT	Press Release featuring Parents, Grade 12 Students and IAT officials	Quotes from AlHamadi/ Dr. Chookah	June 9-15 sun mo tu we thur fr sa 9 10 11 12 13 14 15
Scholarships	AD Polg Roadshow Kick-off (28 May - 28 June)	Joint Press Release with AD Politechnic			June 16-22 sun mo tu we thur fr sa 16 17 18 19 20 21 22
Recruitment	Energy Pioneers, Commitment to ongoing training	Press Release on the Simulator Training (available)	Release article available		June 23-29 sun mo tu we thur fr sa 23 24 25 26 27 28 29
Scholarships	ENEC Scholarships as the scholarship of choice for Emirati Science Stream	Student Opinion polls	Opinion poll conducted during final year examination, targeting grade 12 science stream students, results of the polls used to create a feature article about the interest of Emirati Science Stream Students.	Survey Questions – Four to draft	June 30-6 sun mo tu we thur fr sa 30 1 2 3 4 5 6
					June 7-13 sun mo tu we thur fr sa 7 8 9 10 11 12 13
					June 14-20 sun mo tu we thur fr sa 14 15 16 17 18 19 20
					June 21-27 sun mo tu we thur fr sa 21 22 23 24 25 26 27

FAC: HCD Media Plan - May - September 2013

مؤسسة الإمارات للطاقة النووية
Emirates Nuclear Energy Corporation



HCD Media Plan
Outline

Compiled by External
Affairs &
Communications

Revision May 18 2013

Draft 1

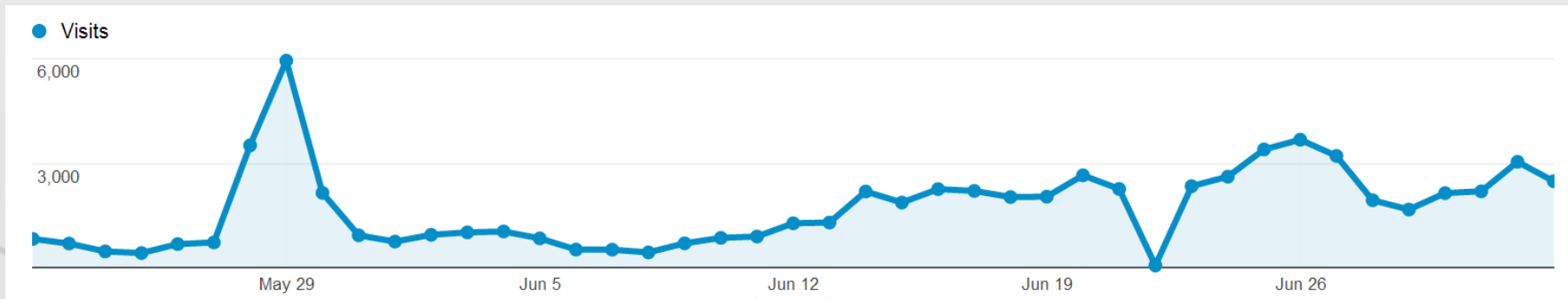
Tactics and planning

- We developed detailed social media plans:
 - Messages and a content calendar, speaking directly with future Energy Pioneers
 - Analyzing current social media footprint
 - Benchmarking international nuclear best practice
 - Setting clear goals
 - Identifying key digital stakeholders / influencers
 - Style and tone considerations

Channel	Goal Metric	Audiences
LinkedIn	Serve as HR recruiting and placement tool. Information portal for scholarships and jobs.	Engineering students Mid-level professionals Industry leaders Emirati science graduates
YouTube	Upload existing information and corporation videos. Increase views to enhance understanding.	Local and international talent Governing bodies and regulators
Twitter	Create a singular voice for ENEC Increase followers, particularly in the Emirati community	Emirati students Key 'influencers' Experienced professionals Industry leaders

Announcement and building momentum

- Social media went live on 26 May with tweets and posts to announce ENEC's presence online
- A clear 'keep calm' policy was followed



PMN
CH₂CH₃

Social media

7 May
 @UAE_BARG
 في الإمارات
 قطر الأول لموقع إنشاء المحطة النووية الإماراتية كونه أكبر مشروع للطاقة المتجددة
 @UAE_BARG
 pic.twitter.com/4uW0V9z3pZ
 Retweeted by Emirates Nuclear
 Hide photo Reply Retweeted Favorite More

29 May
 @UAE_BARG
 "ميد العسكري" خلال ملتقى من مؤسسة الإمارات للطاقة النووية بمرور ساعة
 مشروع تروبيك سبب الهندسة النووية في جامعة الشارقة
 Retweeted by Emirates Nuclear
 Reply Retweeted Favorite More

9 TWEETS 29 FAVORITES
 50 AM - 2 Step 13 Details
 Reply to @UAE_BARG
 @kingonepiece محمد العنصوري
 @ABZayed @kingonepiece @UAE_BARG
 @kingonepiece محمد العنصوري
 @ABZayed @kingonepiece @UAE_BARG
 @kingonepiece محمد العنصوري
 @ABZayed @kingonepiece @UAE_BARG

Bloggers outreach

28 May
 Emirates Nuclear @ENEC_UAE
 بدء أعمال إنشاء تاني محطات الطاقة النووية السلمية اليوم، إنجاز آخر في مسيرة البرنامج
 pic.twitter.com/ANNXpU7y6w
 View photo

28 May
 @kingonepiece محمد العنصوري @ABZayed @ENEC_UAE
 مجال الطاقة النووية والكون جزء متكامل وما هي الشروط للتحول في البكث الدراسية
 Expand

28 May
 Emirates Nuclear @ENEC_UAE
 تم فتح القول للبتات الدراسية للبرنامج
 bit.ly/16faDok
 Hide conversation Reply Delete Favorite More

Influencers outreach

عبدالله بن زايد @ABZayed
 لمن يرغب في استكمال دراسته في مجال الطاقة النووية
 bit.ly/16faDok
 919 RETWEETS 242 FAVORITES
 11:10 AM - 2 Step 13 Details
 @ABZayed
 6,632 TWEETS 260 FOLLOWING 877,038 FOLLOWERS



Appendix A (Proactive content)

	Sunday May 26	Monday May 27	Tuesday May 28	Wednesday May 29	Thursday May 30
Content Themes	UAE NEP, ENEC, NED	UAE NEP, Energy Pioneers	UAE NEP ENEC	NE 101, Safety	EAS, Energy Pioneers
Events	Social Media Launch		TVIP Event		
Twitter	ENEC is pleased to announce the launch of our twitter account @ENEC_UAE. Learn more about the UAE's energy future. Twitter Nuclear energy will help diversify our nation's energy supply and power the UAE's growth pic.twitter.com/Letter_Future_UAE ENEC is working to deliver safe, clean, reliable and efficient nuclear energy to UAE.	With abundant gas and oil reserves - why nuclear? Nuclear energy is critical to the nation's future electricity supply. Find out why Twitter The UAE's approach to nuclear energy has been an ongoing international support, the "gold standard" for countries interested in exploring nuclear energy for the first time. There a look at our first TV ad, which tells the story about why nuclear energy is the right choice for the UAE [link to YouTube ad]	Today we were honored to host His Highness the President in the official spot of construction of our advanced pressurized nuclear reactors and a proud moment for the UAE's peaceful nuclear energy program. Three links to WNAI and ENEC release from UAE with images ENEC CEO Mohamed Al Hammadi visits energy reactor in Sweden (Safety) and to the Nuclear Bankers, we are demonstrating our commitment to developing a world-class nuclear energy program here in the UAE.	Safety is our overriding priority at ENEC. We work to the highest standards of safety every day. Yesterday we posted the first safety concept for the Baramulla Units. We call it first safety concept because the concrete base and the structures are the result of the safety of the plant. Safety-related materials and design factors in the structure are the strength and safety of the nuclear energy plant.	Nuclear energy is one of the cleanest sources of electricity available today. Three links to interesting news piece from weekly roundup
Facebook	The UAE needs clean and efficient nuclear energy to power the nation's growth. ENEC is working to deliver safe, clean, reliable and efficient nuclear energy to the UAE. There a look at our first TV ad, which tells the story about why nuclear energy is the right choice for the UAE [link to YouTube ad]	Join the UAE's rapidly growing nuclear energy industry. Become an energy pioneer for the UAE. Great opportunities for students and experienced professionals. We have a great opportunity is a release for high students and experienced professionals.	Today we marked another important milestone in the UAE's peaceful nuclear energy program with the official spot of construction of our advanced pressurized nuclear reactors. We are demonstrating our commitment to developing a world-class nuclear energy program here in the UAE. Post link to WNAI and ENEC release with images of the plant.	Yesterday we posted the first safety concept for the Baramulla Units. We call it first safety concept because the concrete base and the structures are the result of the safety of the plant. Safety-related materials and design factors in the structure are the strength and safety of the nuclear energy plant.	Post link to interesting news piece from weekly roundup

Launch Editorial Calendar

<p>Inputs:</p> <ul style="list-style-type: none"> - A minimum of 1 proactive tweet / post per day - Developing agreed pre-prepared tweets / posts for two weeks ahead - Developing response / reactive tweets and posts based on ENEC's key messages - Identifying new stakeholders to be followed and attracted to the channels 	<p>Outputs:</p> <ul style="list-style-type: none"> - For the first phase, we set a target to increase followers across all platforms by 40% 	<p>Quality:</p> <ul style="list-style-type: none"> - 2 hours maximum response time for reactive tweets and posts against any mentions to ENEC and its activities whether positive or negative - Monitoring and identifying negative posts and tweets and reporting to ENEC with approach - Monitoring and identifying breaches of any kind and reporting to ENEC with approach
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Clear KPIs

Tactics – Traditional Media

- Key media announcements
- Interviews with ENEC spokespeople and with Energy Pioneers themselves – scholarship students



Join us on Facebook Facebook
العربية
AL ARABIYA NEWS
TUESDAY, 1 October 2013
HOME • NEWS • BUSINESS • PERSPECTIVE • LIFE STYLE • SPORTS • WEBTV
Last Updated: Wed May 23, 2012 19:42 pm (KSA) 16:42 pm (GMT)
Emirati woman to break ground as first nuclear scientist
Wednesday, 23 May 2012
The 26-year-old Amani al-Hosani is set to be UAE's first female nuclear scientist after she finishes her master's degree in August. (Photo courtesy of The National newspaper)

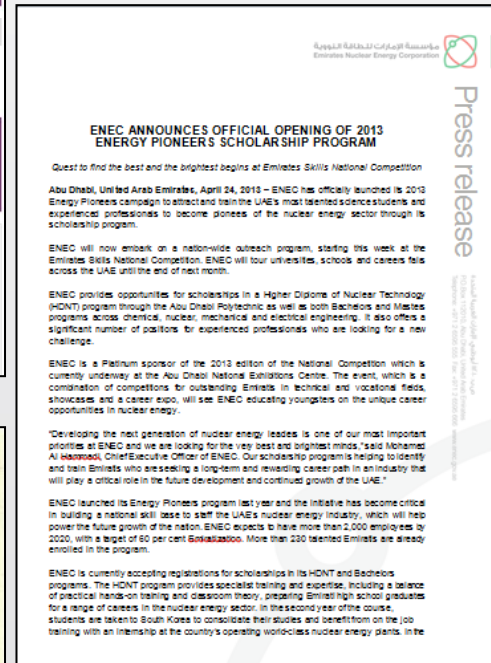


المسكري يسهم في «أفضل مشروع لتصميم نووي»

نجح ماجد المسكري، أحد الطلاب المتفوقين في برنامج «رؤاد الطاقة» للمنتج الدراسية التابع لمؤسسة الإمارات للتأهيل النووي، في قيادة فريقه للفوز بجائزة أفضل مشروع تصميم هندسي نووي يقدم الهندسة الميكانيكية والنووية في جامعة ولاية بنسلفانيا الأميركية. وتقام هذه المسابقة السنوية بالشراكة مع عدد من المؤسسات الهندسية والنووية الرائدة التي تقدم مجموعة من المشروعات الجامعية التي ينتمي على فرق طلابية جامعية أن تنفذها.

وقال المسكري إن «شعور النجاح والتفوق هو أفضل شعور يمكن الشعور به، كما اعتدنا من القيادة الرشيدة في الإمارات، وتصريحنا بأننا أمة لا تقبل سوى بالمركز الأول في كل شيء».

وأبدى مساعده لأن يصبح جزءاً من الفريق الإماراتي الذي سيعمل على تشغيل البرنامج النووي السلمي لإنتاج الكهرباء في الإمارات، الذي سيعمل على توفير طاقة نووية آمنة وفعالة وموثوق بها وصديقة للبيئة بدءاً من عام 2017 في الدولة. • أبوظبي – الإمارات اليوم من المصدر ماجد المسكري.

مؤسسة الإمارات للطاقة النووية
Emirates Nuclear Energy Corporation

ENEC ANNOUNCES OFFICIAL OPENING OF 2013 ENERGY PIONEER'S SCHOLARSHIP PROGRAM

Quest to find the best and the brightest begins at Emirates Skills National Competition

Abu Dhabi, United Arab Emirates, April 24, 2013 – ENEC has officially launched its 2013 Energy Pioneers campaign to attract and train the UAE's most talented science students and experienced professionals to become pioneers of the nuclear energy sector through its scholarship program.

ENEC will now embark on a nation-wide outreach program, starting this week at the Emirates Skills National Competition. ENEC will tour universities, schools and careers fairs across the UAE until the end of next month.

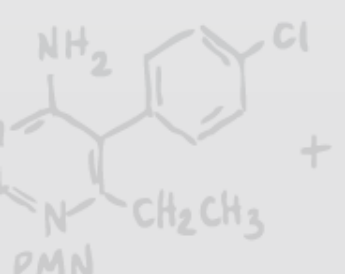
ENEC provides opportunities for scholarships in a Higher Diploma of Nuclear Technology (HNDT) program through the Abu Dhabi Polytechnic as well as both Bachelors and Masters programs across chemical, nuclear, mechanical and electrical engineering. It also offers a significant number of positions for experienced professionals who are looking for a new challenge.

ENEC is a Platinum sponsor of the 2013 edition of the National Competition which is currently underway at the Abu Dhabi Nations Evaluation Centre. The event, which is a combination of competitions for outstanding Emiratis in technical and vocational fields, showcases and a career expo, will see ENEC educating youngsters on the unique career opportunities in nuclear energy.

"Developing the next generation of nuclear energy leaders is one of our most important priorities at ENEC and we are looking for the very best and brightest minds," said Mohamed Al-Hamad, Chief Executive Officer of ENEC. Our scholarship program is helping to identify and train Emiratis who are seeking a long-term and rewarding career path in an industry that will play a critical role in the future development and continued growth of the UAE."

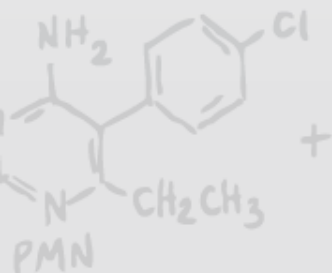
ENEC launched its Energy Pioneers program last year and the initiative has become critical in building a national skill base to staff the UAE's nuclear energy industry, which will help power the future growth of the nation. ENEC expects to hire more than 2,000 employees by 2020, with a target of 60 percent Emiratisation. More than 230 talented Emiratis are already enrolled in the program.

ENEC is currently accepting registrations for scholarships in its HNDT and Bachelors programs. The HNDT program provides specialist training and expertise, including a balance of practical hands-on training and classroom theory, preparing Emirati high school graduates for a range of careers in the nuclear energy sector. In the second year of the course, students are taken to South Korea to consolidate their studies and gain experience on the job training with an internship at the country's operating world-class nuclear energy plants. In the



New Media

- In 2013, ENEC broadcasted its ENEC Forum across social media
- More than 1,500 users connected to see the Forum
- ENEC moderated a live debate during the Forum





رواد الطاقة
Energy Pioneers

Attracting pioneers

- Before:

By Feb 2010

52%

of current ENEC employees
were Emiratis – already on
target

150

applicants for ENEC
scholarship programmes
during the 2010 year

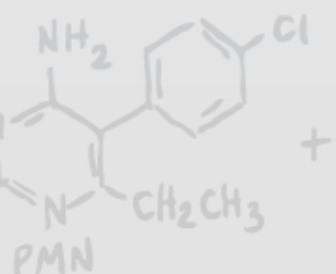
2011-2012

1,000

applied on ENEC LinkedIn
page

170

Twitter followers





Attracting pioneers

- After:

By Feb 2014

67.3%

of current ENEC employees
were Emiratis – already on
target

2,151

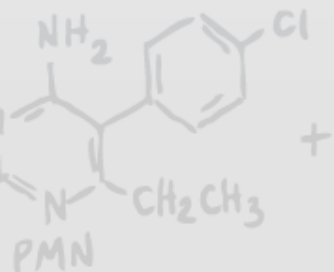
applicants for ENEC
scholarship programmes
during 2013

Dec 2012 to Aug 2013:

40,000+

applied on ENEC LinkedIn
page

23,000+
Twitter followers





Attracting pioneers

- Immediate success:

33,000+

LinkedIn followers

ENEC is the 2nd most followed UAE energy company

ENEC ranked as a

3rd

employer of choice by UAE nationals, in 2013 GulfTalent survey

577,000

Viewers on YouTube channels

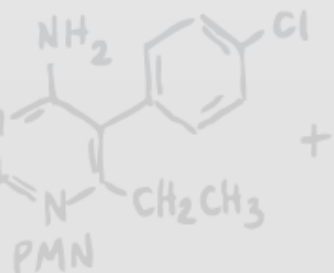
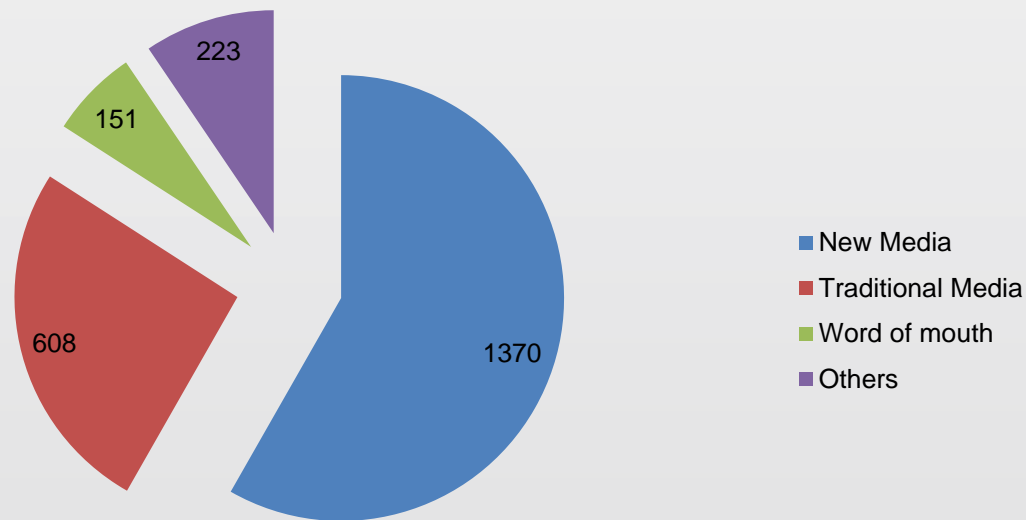
2013 vs 2012

74.63%

Traffic increased to ENEC homepage

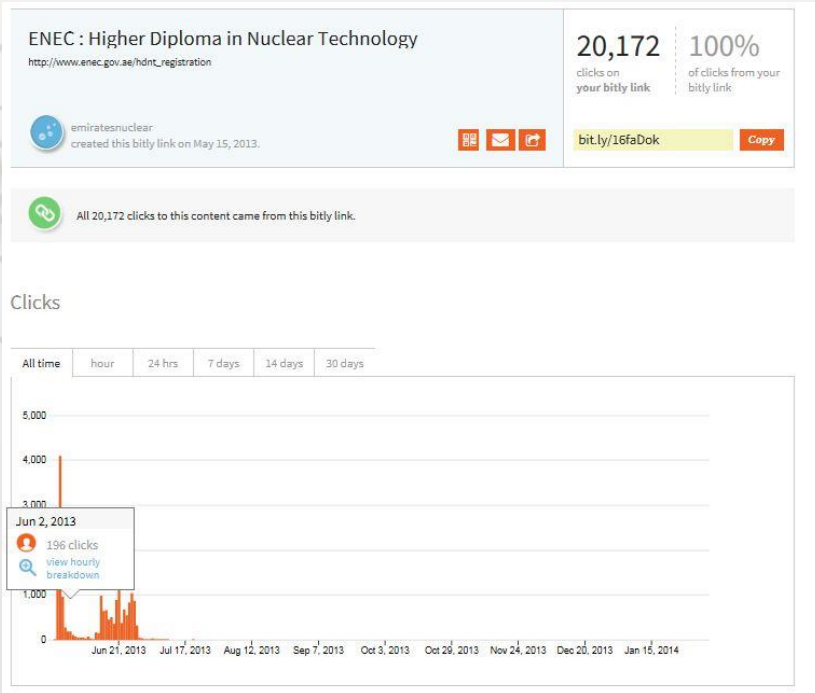
Attracting pioneers

- Social media has been the single largest channel to reach students





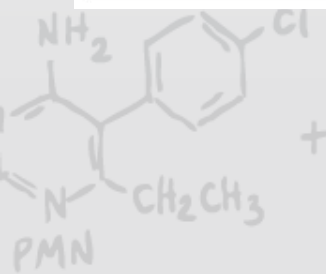
Attracting pioneers: HDNT



More than 7,500 clicks Feb 2014 intakes

More than 20,000 Sep intakes 2013 clicks

Strong Twitter following has led directly to applications



Attracting pioneers

LinkedIn campaign

- From <1,000 to almost 33,000 in 12 months
- Ranked second in the UAE's energy industry and third in UAE (Emirates number 1)
- Focused output on job posting and sharing through targeted specific groups, based on job keywords and interest

Emirates Nuclear Energy Corporation UAE Nationals interested in learning more about career opportunities in the UAE's growing nuclear energy sector can visit ENEC's stand at Tawoheef 2014 (Stand #E30, Hall 4). Applicants can also find details about the Energy Pioneers program and ... more



Like (27) · Comment (4) · Share · 3 days ago

al shahani, Scott O'Neaughnessy +25

See previous comments

Emirates Nuclear Energy Corporation We apologize, please visit this link for all scholarship opportunities : <http://enec.gov.ae/scholarships/> 1 day ago

Emirates Nuclear Energy Corporation Dear Amens, please visit this link for all Job openings: <http://enec.gov.ae/careers/jobs/> 1 day ago

Add a comment...

Emirates Nuclear Energy Corporation In search for Emirati brightest minds, ENEC returns to Tawoheef Abu Dhabi once again tomorrow, offering a range of exclusive scholarships and career opportunities to Emiratis attending the recruitment event.

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Marwan Alkindi, Noor Meshareh +25

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