

MOHAMED AHMED M.S. BAMADEHAF

Success in establishing ERM functions, devising enterprise-wide risk strategies, and transforming risk culture & performance.

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CHIEF RISK OFFICER | ENTERPRISE RISK MANAGEMENT DIRECTOR

ENTERPRISE RISK MANAGEMENT | REGULATORY COMPLIANCE & GOVERNANCE | STAKEHOLDER COMMUNICATION

20+ years of experience overseeing the establishment of enterprise-wide risk management frameworks / processes to identify, assess, and mitigate operational, strategic, regulatory compliance, and reputational risks across oil/gas and energy organisations.

Distinguished for devising policies / standards and ensuring data-driven risk reporting, enabling executive leaders and the Board members to align risk management with business objectives while improving corporate governance, protecting company assets, and ensuring long-term growth. Track record of leading the end-to-end implementation of key projects that involve executing the ISO 31000 risk framework, establishing performance monitoring systems, developing balanced scorecards, and delivering ~\$100MM STOREX initiative. Acted as a part of BCM and Crisis Management Committee for the Department of Energy (DoE) to oversee the development of business continuity management processes and facilitate scenario-based response planning. Successful in leading and developing teams while setting KPIs and promoting best practices to foster a high-performance work culture.

DEMONSTRATED LEADERSHIP COMPETENCIES

Risk Management ▪ Strategic Planning ▪ Policies & Procedures Creation ▪ Strategic Communication ▪ ISO 31000 / COSO
Regulatory Compliance ▪ Internal Controls Execution ▪ Change Management ▪ Business Continuity Management
Crisis Management ▪ Risk Technology ▪ Risk Monitoring & Reporting ▪ Risk Identification & Assessment ▪ Performance Management
HSSE Management ▪ KPIs Setting ▪ Incident Management ▪ Project Leadership ▪ Audit Processes Creation ▪ Stakeholder Management

CAREER HIGHLIGHTS

- ◆ **ERM FRAMEWORK CREATION.** Implemented TAQA's first Enterprise Risk Management (ERM) framework, policies, and procedures from scratch by overseeing company-wide communication, training, and adoption efforts.
 - ✓ Institutionalised ERM as a core decision-making process by 2022.
- ◆ **PERFORMANCE & CORPORATE PLANNING.** Transitioned from field operations to lead Performance & Corporate Planning at ADNOC LNG; aligned corporate plans with ADNOC's strategy, driving sales growth and achieving cost reduction.

PROFESSIONAL EXPERIENCE

ABU DHABI NATIONAL ENERGY COMPANY (TAQA) ▪ Abu Dhabi, UAE

ENTERPRISE RISK STRATEGY CREATION | RISK MONITORING & REPORTING | ISO 31000 RISK FRAMEWORK DEVELOPMENT
Vice President, Enterprise Risk Management | Enterprise Risk Manager | Dec 2015 – Feb 2025

Delivered strategic leadership to create an enterprise risk management system to identify, mitigate, and report on strategic, financial, HSE, operational, and regulatory compliance risks to the Board. Devised policies, procedures, and standards to manage company-wide risk. Strengthened compliance and improved governance by standardising risk management strategies and practices.

- 🔗 **Team Leadership & Coaching:** Led a team of 25, with three direct reports, to integrate the structured risk management processes into strategy, planning, resource allocation, investments / divestments, and performance management.
- 🔗 **ISO 31000 Risk Framework:** Enhanced risk assessment, reporting, and monitoring by executing / managing ISO 31000-based risk frameworks in line with TAQA requirements.
- 🔗 **Risk Intelligence:** Aided leadership in making operational, strategic, and investment decisions by providing risk intelligence.
- 🔗 **Regulatory Compliance:** Ensured consistent application of risk mitigation measures across all organisational levels to enhance regulatory compliance.
- 🔗 **Business Continuity:** Coordinated business continuity efforts while contributing to TAQA's impact analysis programme and liaising with the Government of Abu Dhabi to drive TAQA and DoE initiatives.
- 🔗 **Enterprise Risk Management:** Pioneered the successful implementation of the enterprise risk management process for TAQA and subsidiaries (TAQA Europe, TAQA Generation, TAQA Transmission, and TAQA Distribution) and facilitated process maturity in 2015 through policies / procedures execution.
- 🔗 **ERM Department Establishment:** Handpicked by leadership and audit committee to establish the first-ever ERM department

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HSSE PERFORMANCE ENHANCEMENT | INCIDENT MANAGEMENT | MONITORING SYSTEM EXECUTION | TEAM LEADERSHIP Performance Manager | May 2012 – Dec 2015

Managed a team member to elevate HSSE performance across operational domains while setting KPIs at the stream level, executing risk mitigation plans, and implementing necessary learning initiatives. Provided input for the creation of quarterly oil/gas stream reports through strategic networking while ensuring communication of performance outcomes and project updates.

- **Project Report Concept Execution:** Coordinated the implementation of the major project report framework for high-value projects above local MD authority.
- **Monitoring System Implementation:** Optimised performance monitoring systems alignment with TAQA Europe (North Sea) operations while conducting quarterly site visits to enhance data reporting and ensure accurate deviation analysis.
- **HSE Performance Matrix Execution:** Ensured risk reduction and regulatory compliance by enhancing the HSE performance matrix across TAQA assets, particularly in the North Sea.
- **Incident Rate Reduction:** Reduced HSSE incidents and Lost Time Injury (LTI) rates by improving permit-to-work (PTW) systems in hazardous environments.

ADNOC GAS • Abu Dhabi, UAE

PERFORMANCE MANAGEMENT | CORPORATE GOVERNANCE | BALANCED SCORECARD EXECUTION Head – Performance & Corporate Planning | Feb 2011 – May 2012

Formulated performance strategies, executed communication protocols, and created audit mechanisms that improved corporate accountability. Facilitated CEO and shareholders with informed decision-making by producing monthly corporate performance reports. Led a team of 4 members to oversee the execution of performance frameworks and audit processes aligned with corporate governance and compliance requirements.

- **Balanced Scorecard Execution:** Drove strategic alignment, KPI clarity, and performance measurement at all levels by directing the implementation of the Balanced Scorecard across ADNOC LNG.
- **Internal Controls Implementation:** Integrated management and change control frameworks to support strategic and operational initiatives, ensuring better governance and avoiding project cost overruns.
- **Professional Development:** Encouraged talent growth and supported business goals by aligning professional development programmes with corporate objectives.

ADNOC GAS • Abu Dhabi, UAE

PROJECT MANAGEMENT | TEAM LEADERSHIP | CONTRACTOR PERFORMANCE OVERSIGHT Project Manager | May 2009 – Jan 2011

Led a multidisciplinary PMC team of 3 members to manage project execution while monitoring EPC contractor performance across civil, mechanical, instrumentation, IT, and automation spaces. Provided guidance to ensure alignment of strategic plans and specifications with company standards and SOW requirements.

- **Project Delivery:** Oversaw the delivery of a ~\$100MM STOREX project that involved the successful transition of the old analogue control system at the LNG plant control room to the Distributed Control System (DCS), including the Emergency Shutdown (ESD) system (Honeywell system).
 - ✓ Successfully met deadlines and budgetary requirements with no LTIs.

ADDITIONAL EXPERIENCE

Construction Team Leader • ADNOC LNG • Nov 2007 – May 2009
Senior Construction Engineer • ADNOC Onshore, EMPD • May 2004 - Nov 2007
Control Engineer • ADNOC Onshore, EMPD • Jan 2003 – May 2004

EDUCATION, PROFESSIONAL DEVELOPMENT, & CONFERENCES

Bachelor's Degree in Electronics Technology • University of New Orleans (UNO) – USA
Enterprise Risk Management (Certified), 2017 | **Contract Reading, Writing and Negotiation**, Aug 2011
Certified Strategist: From Planning to Execution, Apr 2011
A/D International Petroleum Exhibition & Conference (ADIPEC), Nov 2010
Complete Project Planning & Scheduling Programme, PMP, Dec 2009
ADIPEC Conference 2008, Mar 2009

TECHNOLOGY SNAPSHOT

MS Excel and PowerPoint • Archer GRC • Primavera Project Portfolio Management