

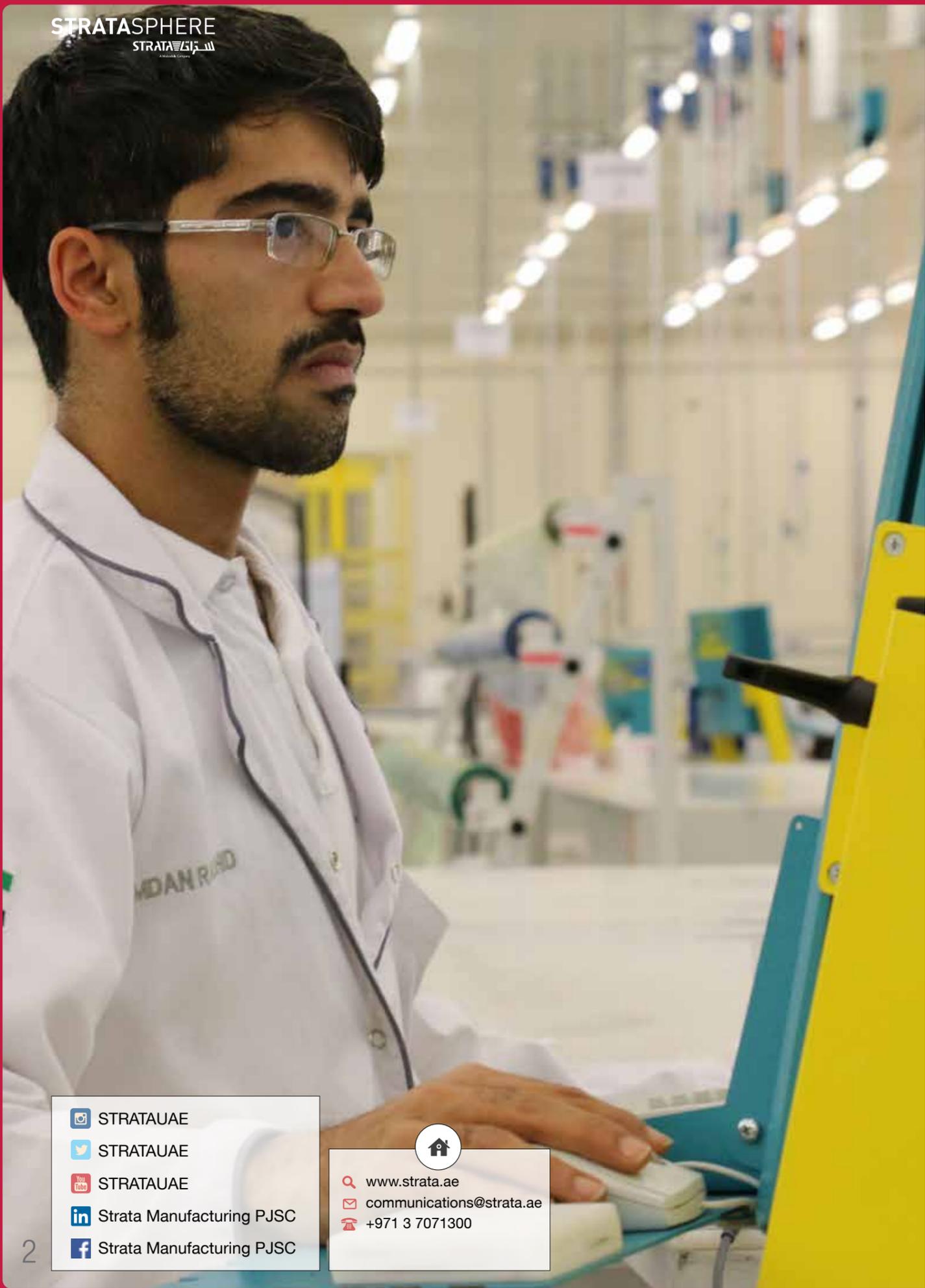
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A Mubadala Company





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INTERVIEW WITH ISMAIL ABDULLAH, CEO, STRATA

• **After the company entered its eighth year, what is your assessment of the performance of Strata during the past and current stages?**

Strata Manufacturing has made significant achievements in a record time since its inception in 2009. The company, in partnership with other national industrial companies is participating in achieving Abu Dhabi

Economic Vision 2030, aimed at building a diversified and sustainable knowledge-based economy. Strata's emergence as leading global aerostructures manufacturing business and a central representative of Abu Dhabi's economic diversification story. Building on the strong platform of an emerging aerospace ecosystem in Al Ain, our deep relationship with the industry's leading OEMs, a rich Emirati talent base, and an efficient supply chain at a

local, regional and international level, Strata is ready for its next phase of growth.

Key Achievements:

- **Strata has established itself as a major player in the global aerospace supply chain** and has strengthened its position as a world class supplier of composite aero-structures. Strata has entered into partnerships with major international aircraft manufacturers and has grown its production lines from one in 2010 to ten by the end of 2016. Strata has signed contracts worth more than AED 27.5 billion during this period. The company manufactures composite aero-structures, including components characterized by higher levels of complexity and which require more sophisticated industrial capabilities. The company has been awarded two new contracts by Airbus worth AED 4 billion. Under the first contract, Strata will make inboard flaps for Airbus A350-900, and the contract extends to cover the entire production period of the aircraft. The contract is a historic and strategic milestone in the company's progress, as it requires the adoption of automation in production. Under the second contract, the company will make horizontal tailplane for Airbus A320. The company was also awarded a new contract from Boeing to manufacture the composite vertical fin for Boeing 787 Dreamliner.

- **Develop and train national human resources to contribute in leading aerospace industry in the UAE.** UAE nationals constitute 51% of Strata's 700 employees. Since its inception in 2009, we have had full confidence in the ability of Emirati nationals to achieve excellence if they are given the opportunity to be trained and developed. The journey of Strata, in this short period and its success in training and qualifying hundreds of UAE men and women to play a key role in building the aerospace industry in the UAE, is a clear indication of the commitment, creativity, dedication and loyalty that Emiratis have for their country and their genuine desire to participate in building its future. In a record time, we have developed our national capabilities to lead the company's production lines and work in highly skilled and complex positions such as team leaders and supervisors of production lines.

- **Build a local supply chain for the aerospace industry.** The company has invested in building a local supply chain in the aerospace industry, which has contributed to enhancing its global competitiveness. Local suppliers make up more than 50% of the total suppliers of Strata.

- **Contribute to research and**

development, which enhances the growth of Strata and the national industrial sector. For example, in 2016 we saw the launch of Khalifa University's Aerospace Research and Innovation Center (ARIC). During the past year, the Center has acquired an advanced robotic arm used in robotics assembly of aircraft components. Strata has also partnered with the Masdar Institute, which focuses on manufacturing research and materials used in aerospace production lines.

- **Contribute to adopt 4th Industrial Revolution technologies.** Strata announced its plans to build a 'Factory of the Future' facility. The site will be located next to the company's current facility in Al Ain, and is set to have a scale of approximately 60,000 sqm. It will adopt innovative solutions pivoted around the 4th Industrial Revolution technologies; such as industrial automation and cognitive capabilities, to create a 'Factory of the Future' model. The new operating model at Strata is in line with the growing needs of the booming aerospace industry worldwide. Strata's innovative approach reflects the company's continued ambition to expand and achieve the highest levels of performance, increase its overall production, continuously enhance the skills of its national staff and strengthen its partnerships with leading aircraft manufacturers around the world, thus consolidating its global presence as the preferred partner. During the coming period, our focus will be on qualifying and training national employees to enable them to lead the aerospace industry.

• **Are the growth rates achieved by Strata so far consistent with the rates that were targeted within the company's plans and feasibility studies?**

Strata managed to achieve all pre-planned target growth rates. In 2016, the company delivered a total of 521 shipsets, consisting of 9,103 components, including the first aileron and flap track fairing shipsets for Airbus A330neo and the delivery of its first shipset of A350 – 1000 Flap Support Fairings.

• **What about your plans to build the new factory to meet the needs of customers for the coming period, and what is the expected volume of investments for the factory? When do you expect to start construction and production? What is the production capacity of the factory?**

At the Global Manufacturing and Industrialisation Summit, Strata unveiled plans to build the 'Factory of the Future' in its second facility at Nibras Al Ain Aerospace Park. The new facility will feature a range of Smart technology solutions and equipment to support Strata's ambition to become one of the top aero-structure companies globally. The new facility will more than double the size of Strata's existing capacity and will set the

company on a strong path towards supporting Abu Dhabi Economic Vision 2030, which aims to build a diversified and sustainable knowledge-based economy, as well as support the competitiveness of the UAE's industrial sector globally. The new factory is located near the existing Strata facility in Al Ain and is expected to have a total area of about 60,000 sqm. Construction of the new facility will start in 2018 and it should begin production by 2020.

By using smart technologies and 3D printing, Strata will be able to adopt unique and innovative manufacturing processes that will provide the company with the ability to create a unique and seamless flow, combining real time visibility on operations with cognitive decision making, to drive efficiencies, eliminate waste, elevate quality and unlock greater value for shareholders, employees and partners. With its new digital vision, Strata will play a leading role in the global aerospace industry.

• **After the important achievements of Strata in this promising technological field, what are your ambitions for the next stage?**

We have learned from our wise leadership that there are no limits to ambition, and that we must always strive to be number one. As mentioned earlier, our focus will be on building the 'Factory of the Future', developing national resources to lead the global movement towards the 4th Industrial Revolution, and strengthening the local aerospace supply chain. Strata's partnership with Siemens and Etihad Airways, the first of its kind in the Middle East, to develop 3D-printed parts for aircraft interiors demonstrates our ability to exceed expectations and invest in world-class technologies.

• **When do you expect the company to start manufacturing more complex and larger components?**

The company is currently focusing on manufacturing composite aero-structures using the highest quality standards approved by major international aircraft manufacturing companies such as Airbus and Boeing. With Strata's strong partnerships, the company has established its position in the global aerospace supply chain. We can therefore now focus on manufacturing aero-structures of higher levels of complexity and which require more sophisticated industrial capabilities.

In the new factory, Strata will make the horizontal tailplane for Airbus A320 and the vertical tailplane for Boeing B787, two of the most complex parts of an aircraft. These aero-structures will be manufactured, assembled, tested and delivered directly to the final assembly line for both Airbus A320 and Boeing B787.

• **In your opinion, have you achieved**

Strata's financial and strategic goals over the past years?

The creation of Strata Manufacturing in 2009 was a translation of Abu Dhabi Economic Vision 2030, aimed at building a diversified, sustainable and knowledge-based economy. We are confident that Strata's achievements are in line with this vision. We have contributed to the diversification of the national economy, qualified outstanding national resources, positioned Abu Dhabi as a reliable global hub for the aerospace industry and created world-class competitiveness as a preferred partner in the global aerospace value chain.

• **What is the value of contracts concluded by Strata so far, and which are the most important contracts?**

Strata aims to become one of the largest companies in the manufacturing of composite aero-structures worldwide. The total value of the company's commitments and contracts is AED 27.5 billion. Strata also signed three new contracts at the Farnborough International Air Show, which was held in the UK in 2016.

Strata has also signed a Memorandum of Understanding (MOU) with Reliance Defence Limited (RDL), a wholly owned Subsidiary of Reliance Infrastructure Limited, in which India and the United Arab Emirates will collaborate on advanced aerospace manufacturing capabilities. The agreement continues to deepen the bilateral ties developed between the UAE and India at both the political and economic level.

The potential partnership, which follows extensive discussions between the two companies, will look at opportunities in the production of Carbon Fibre Composites Aero-structures, Prepegs as well as 3D printing of aerospace components and airframe panels. This collaboration is in line with Strata's vision to become one of the top aerospace companies globally.

Strata also signed a MOU with Aciturri Aeronáutica S.L., a tier 1 supplier for aeronautic OEMs, to collaborate on contributing to the advancement of the global aerospace sector by strengthening vital supply chain capabilities and bilateral ties between Spain and the United Arab Emirates.

Under the MOU, Strata and Aciturri will consider new opportunities to strengthen their presence in the global aerospace supply chain, including collaboration for shared resources and capabilities. Both companies will leverage their strengths in technology, human capital and existing knowledge of aero-structures to further advance their competitive advantage within one of the most high-tech and innovative sectors in the world.

• **Can you give us an overview of the**

The collage consists of several newspaper clippings from 'Al-Baytan' magazine. The main headline at the top reads '900% نموًا بخطوط إنتاج «ستراتا» خلال 7 سنوات' (900% growth in production lines of 'Strata' over 7 years). Below this, there are several smaller articles and photos. One article is titled 'الكوادر الوطنية تثبت قدرتها على التميز' (National talent proves its excellence). Another article mentions '27.5 مليار درهم القيمة الإجمالية للالتزامات' (Total value of commitments of 27.5 billion dirhams). There are also photos of people in traditional Emirati attire, likely related to the company's workforce or leadership.

current production lines? How many companies deal with Strata?

Strata began operations in 2010. The company has entered into partnerships with leading OEMs worldwide, including Boeing, Airbus, Leonardo-Finmeccanica. It is also a key supplier for FACC, SABCA and SAAB.

Strata is a major and exclusive supplier of Airbus A330/380/350-900/350-1000 Flap Track Fairings, Airbus A330 Ailerons, Airbus A330 Spoilers, ATR 42/72 Rudder and Vertical Fin, Boeing B777 Empennage Ribs and Boeing B787 Vertical Fin Ribs.

Tell us about Strata's negotiations with Boeing and Airbus to cooperate in R & D and contribute to activate Strata's role as a global leader in aircraft design and manufacturing technology for the world's largest OEMs?

Boeing and Strata recently announced the expansion of their long-term strategic collaboration to include engineering training programs and research development capabilities. To develop Strata's engineering talent and capabilities, Strata employees will take part in training focused on manufacturing engineering and design and stress engineering at Boeing facilities. The program is expected to kick off in September, 2017 with two Strata engineers, beginning an eight-month training program at a Boeing

facility in Salt Lake City, Utah. The program will continue for about 4-6 years and will train up to 12 Strata engineers.

Would you give us a brief description of the current rate of Emiratisation at Strata and the sectoral distribution of UAE nationals? What is the expected total rate of Emiratisation by the end of 2017? What are the most prominent features of your strategic plan for Emiratisation and training and developing nationals in technical, engineering and administrative roles?

Investment in developing human capital and preparing outstanding national workforce is one of the main pillars or Strata's strategy since its inception in 2009. Human capital is the most important element in the company's development.

In terms of developing national skills, Strata has launched a national program in partnership with UAEU to develop UAE nationals and enhance their skills by providing a practical training environment that encourages young nationals to innovate and excel.

The Ministry of Social Affairs and Strata signed an MOU to partner in the advancement and skill development of UAE National talents. The MOU aims to build a leading Emirati workforce in the aerospace industry,

by providing them with professional career opportunities.

National talents have demonstrated a great deal of knowledge, skill, hard work and commitment, enabling Strata to compete globally and to increase its production programs to 10 in no more than six years. Strata reached a 51% Emiratisation workforce rate, of which 86% are females. The number of Emirati women who serve as team leaders is 28 out of 48, while the number of Emirati women working as supervisors is 4 out of 10. Their responsibilities are to run the aero-structures manufacturing process in line with the highest international standards. During January 2017, the company celebrated the graduation of 105 nationals from its training program, who joined the company, bringing the number of UAE aero-structure technicians working in Strata to 300 employees.

To what extent has Strata contributed to the development of the aerospace sector in the Emirate of Abu Dhabi and enhanced the emirate's position as an international aerospace hub?

Today, we are helping achieve the vision of our wise leadership, which aims to build a sustainable knowledge-based economy, with the aerospace industry playing a central role as one of the most important targeted growth sectors. There is no doubt that Strata's success will contribute to encouraging UAE nationals to enter this industry.



MARIAM AL KUWAITI - WORLDSKILLS

In the heart of the desert of Al Ain, at the core of a groundbreaking project that could be a change-maker for the aviation industry, Maryam Al Kuwaiti is taking her career into a new dimension.

As a manufacturing engineer with Al Ain-based Strata Manufacturing PJSC, the pioneering nature of the work she is involved in mirrors her own trailblazing personality, which has made her one of the first Emiratis

to play a role in a project focused on the rapidly-accelerating world of 3D printing technology.

With Siemens and Etihad Airways, Strata has developed the region's first 3D-printed aircraft interior parts, through an exercise which, will open up new digital industry avenues for the Middle East.

For Maryam, being involved in this work

vindicates the decision she took, many years ago, to pursue mechanical engineering because she saw it as an "exciting and diverse" field – and that's why she is encouraging more young Emiratis to find out, through WorldSkills Abu Dhabi 2017, how they can make their aspirations become real. While engineering itself may be a familiar theme in her family — Maryam, who is from Al Ain, was the first to turn her attention to mechanical engineering, the field in which

900% نمو عدد خطوط الإنتاج خلال 7 سنوات

27.5 مليار درهم التزامات وعقود «ستراتا»



أبو ظبي - عبد الفتاح منقوش

بلغت القيمة الإجمالية للالتزامات والعقود التي أبرمتها «ستراتا» 27.5 مليار درهم خلال الفترة الممتدة من 2010 وحتى يومنا هذا، بتغطية العديد من أجزاء هياكل الطائرات من المواد المركبة. بدأ في ذلك الأجزاء التي تتميز بمستويات أعلى من التعقيد وتطلب قدرات متقدمة أكثر نظراً فيما حققت الشركة نمواً بنسبة 900% في عدد خطوط الإنتاج خلال 7 سنوات. وقال إسماعيل علي عبد الله الرئيس التنفيذي إن «ستراتا» حققت إنجازات كبيرة في فترة قصيرة فشككت من تكريس موقعها مساهماً أساسياً في سلسلة القيمة العالمية للطيران. وعززت مكانتها سرياً من الفئة الأولى لأجزاء هياكل الطائرات من المواد المركبة على المستوى العالمي، حيث أبرمت شراكات متميزة مع كبرى شركات صناعة الطائرات العالمية.

وتوقع إسماعيل علي عبد الله أن يبدأ «مجمع المستقبل» - «ستراتا 2» في «مجمع ليرسان العين لطيران» إنتاجه الفعلي بحلول 2020، وتوقع مساحته الإجمالية نحو 60 ألف متر مربع، وسيعتمد على تقنيات الثورة الصناعية الربط.

«ستراتا» - إن الشركة قربت «موقع» توسيع شراكاتها الاستراتيجية خطوة الأمام لتضمّن برنامج التدريب الهندسي وقدرات الأبحاث والتطوير، مسجراً إلى أن عددًا من مهندسي «ستراتا» الإماراتيين سيشاركون في برنامج تدريبي في التصميم وهندسة التصنيع وهندسة الجودة في مبالغ «موقع» في الولايات المتحدة وروسيا.

وأضاف إسماعيل علي عبد الله ل«البيان الاقتصادي»: «إن «ستراتا» حققت إنجازات كبيرة في فترة قصيرة فشككت من تكريس موقعها مساهماً أساسياً في سلسلة القيمة العالمية للطيران. وعززت مكانتها سرياً من الفئة الأولى لأجزاء هياكل الطائرات من المواد المركبة على المستوى العالمي، حيث أبرمت شراكات متميزة مع كبرى شركات صناعة الطائرات العالمية.»

she earned a Bachelor of Science from United Arab Emirates University. "It was totally new for me," the 25-year-old explains. "But I liked having hands-on experience, and other engineering fields are not as hands-on as mechanical engineering."

"There are, however, many branches – robotics, aerospace, others – and at first I didn't know exactly what I wanted to do. So, through several internships abroad, I tried to explore them all."

The first of these was at the University of Oxford, followed by another at GlobalFoundries, a semiconductor company – but it was the third internship, with leading aircraft manufacturer Airbus in Toulouse, that provided Maryam with her "flashbulb moment" – and marked the point at which her ambitions really took off.

"I was amazed by what I saw there, and I knew this was the field I wanted to concentrate on," she recalls. "It was a huge and very challenging industry, one which the UAE also envisions very big things for. At that point, I had a feeling of self-realisation, and that I wanted to be a leading factor in the growth of this industry in the UAE."

With her career flightpath now fixed, Maryam made what she sees as "the natural choice" to join Strata. Based at Nibras Al Ain Aerospace Park, it partners with the biggest names in aircraft manufacturing, including Airbus and Boeing, and its focus on aerostructure manufacturing meant it was a perfect fit for Maryam.

"It's also a relatively young company, so I knew I would learn quickly," she says. "I applied before I graduated in 2014, had my summer vacation, and when I came back I started straight away – meeting new people and learning new procedures during the company's one of the busiest weeks of the year. I was immediately involved with the company's core projects and I loved it."

Three years on, Maryam can be found in the 'clean room' of Strata's huge plant close to Al Ain International Airport, overseeing production lines as a member of the materials and processing team. Their technical knowledge is essential to transforming raw materials into actual aircraft parts, maintaining quality and providing technical support, and, as Maryam says, it is not a job

that comes with a daily template.

"Every aircraft component must go through specific stages, and we also have to find solutions to problems by using our technical expertise. Every day you walk down the production line and face a new challenge. That's what I like," she says.

But while she loves her work as a whole, it's her role in the 3D-printing project which represents her career high-point to date. In the pilot stage, Strata has developed 3D-printed parts for Etihad Airways cabin interiors, reflecting its view that the technology can be a disruptive force in the manufacturing arena and play a key role in the world's increasingly digitalized industrial landscape.

The eventual aim is for the project to be expanded into a three-year 'joint road map' by Siemens and Strata, outlining the next steps for the industrialization of 3D printing and the production of complex aircraft components, on demand, for customers throughout the region. It also has the potential to open up training opportunities for UAE citizens.

Maryam's role focuses on the manufacturing of the 3D part, which can take hours or even days to print but are significantly less costly than machine-produced parts. The layer-by-layer building process also gives engineers unprecedented freedom to design and create the lightweight components, assemble them into a single part, and optimize their performance.

"With this project, we are looking to show the capabilities we have in the UAE, and demonstrate that we are able to do these things in such a short time," said Maryam, whose work has led to her addressing senior government officials at the recent Global Manufacturing and Industrialisation Summit in Abu Dhabi, as part of a wider synopsis of Strata's work, focus, and plans for the future. "I presented the 3D-printed screen shroud, the first part to be certified and installed in an aircraft interior in the MENA region," she said. "That was a big highlight for me."

She has also published an academic paper on composite materials as part of her Master's degree studies in Mechanical Engineering at UAEU, where she is encouraged to see the number of women studying in this field increasing. With 86% of Strata's Emirati workforce now being female, Maryam believes

her chosen field is one where women are really recognizing they can make their mark. She hopes to see more young, talented Emirati females seek internships in the aerospace manufacturing field, including Strata, where she says: "I was surrounded by male colleagues from many countries when I started, but I never felt daunted."

"I would encourage Emirati females to apply for jobs in this industry because the world is moving toward a Fourth Industrial Revolution – or Industry 4.0 – and this is leading to breakthroughs in advanced manufacturing and creating 'smart factories', where people and machines work together seamlessly."

"The UAE plans to be a big player in Industry 4.0, so there is, and will be, a need for engineers and people with the necessary vocational skills to play a role."

The role Maryam herself plays is one she is committed to, and enthused and inspired by. While she is currently concluding her Masters degree and she ultimately wants to take her mechanical engineering studies to PhD level, at the moment she is simply focused on "being better at my job, continuing to learn, and continuing to challenge myself" – an approach she will put into practice through an international manufacturing training internship with Boeing later this year.

It's an approach she urges other Emirati youth to embrace. As someone who understands the personal, professional, and societal value of choosing a career she is passionate about, and the importance of a skilled workforce to the UAE's economic diversification mission, she hopes WorldSkills Abu Dhabi 2017 will open eyes, and new horizons.

"At university, there can be a focus on theory, and that can leave a practical skills gap," she says. "With that skills training, it is easier for someone to adapt to a working environment – hands-on experience, as we find from our interns at Strata, gives you a jump-start and a head-start."

"WorldSkills Abu Dhabi 2017 is a very important competition in terms of rectifying skills shortages. Everyone who attends will know what employers are looking for, and what to expect – they will experience new skills, and meet industry experts. It is a fantastic opportunity, and I hope many young Emiratis take it."



INTERVIEW WITH STRATA'S SENIOR SUPERVISOR - MARIAM AL JABRI

My name is Mariam Al Jabri. I am a young Emirati woman born and raised in Al Ain. I joined Strata Manufacturing in 2011 as a composite aero-structures manufacturing technician. Currently, I am the Senior Supervisor of the team assembling the vertical and horizontal fin ribs for Boeing 777, the vertical fin ribs for Boeing 787 and spoilers for Airbus A330.

The aero-structures manufacturing technicians at our assembly units use various tools and equipment to assemble aircraft components for major global aircraft manufacturers such as Boeing and Airbus.

My daily tasks involve supervising the manufacturing of composite aero-structures, which requires advanced capabilities in terms of specialized technical knowledge, advanced project management skills and in-depth domain expertise of the aerospace industry. My responsibilities entail supervising a team of more than 30 members from 4 different nationalities. The knowledge and expertise I gained through working here has allowed me to manage the challenges of my work, deal with people from different cultures and

support the team in all their daily activities. I joined Strata after completing Strata's Aerostructures Training Program that the company provides for UAE nationals. This program aims to equip UAE nationals with the skills needed to achieve international excellence in aero-structures manufacturing. After completing an intensive training program on managing industrial production teams and earning all required skills and abilities to lead a team in the factory, I was promoted in 2015 to supervise the Boeing program in the assembly unit. In this capacity, I had to transfer my knowledge and help my team build up their own skills, I was honored to have the trust of my team as I mentored them through the daily production processes. I also participated in several workshops organized by Strata's Kaizen department, also known as continuous improvement. Afterwards, I was sent to Japan to train at the Shinjitsu Corporation, which specializes in Kaizen's methodology of reducing industrial waste. I now continue to actively take part in the Kaizen team's initiatives to reduce waste in Strata's industrial activities. The team continually works to suggest new ideas to improve the manufacturing process. These

ideas have contributed to reducing waste and greatly improved the production processes. We encourage all Strata employees to adopt innovation as a lifestyle, enabling them to achieve excellence in line with our leadership's vision.

I joined Strata with the goal of contributing to building our nation and to participate in the development of a new industrial sector where the UAE seeks to become a competitive global player. While working in an industrial environment has its challenges, the joy I feel when I see parts manufactured in the UAE by Emirati hands being used by major global aircraft companies such as Airbus and Boeing inspires me to continue investing in my skills and capabilities in order to be the best.

I am passionate about encouraging Emirati women to take an active role in the fields of science and technology. Our country has heavily invested in empowering Emirati women and promoting their role in its development. We must become the flag bearers of our country's progress and prosperity in all sectors.

INTERVIEW WITH MUNIRA ABDULLA



1. How would you describe yourself and your role at Strata?

My name is Munira Abdulla, a young Emirati, born and raised in Dubai. I joined Strata Manufacturing PJSC in 2010 as an Aero-structure technician and currently work as the supervisor of the fabrication unit at Strata.

I joined Strata after I received a training course in the first batch of Strata's Aerostructures Training Program. This training program offers the students the opportunity to learn how to turn raw composite materials into solid aircraft components. Through this course, in collaboration with UAE University, Strata aims to provide its employees with the necessary skills to enable them to achieve excellence in the manufacturing of aircraft components.

Having completed this program in 2010, I worked as an Aerostructures technician, where I manually manufactured aircraft components for global aircraft manufacturers. In 2013, I was promoted to become a team leader, and I was able to transfer all the extensive knowledge that I have gained in terms of manufacturing techniques to my team members.

In 2016, I was appointed as the supervisor of fabrication unit. It is a 4,000 sqm manufacturing unit, designed according to the standards of Airbus and Boeing, the world's largest aircraft manufacturers. This facility cleans the air 10 times per hour, where the temperature, humidity level and dust particles are monitored so as not to exceed a certain limit throughout the day. The aircraft parts are manufactured in the fabrication unit by placing the layers of composite materials

on the molds. I supervise three production programs, which include the production of Ailerons for the Airbus A330 aircraft. An aileron is a hinged flight control surface forming part of the trailing edge of each wing of a fixed-wing aircraft. Ailerons are used in pairs to control the aircraft in roll.

I oversee a team of above 140 members from six different nationalities. This has required me to develop interpersonal skills in order to effectively lead people from different cultures.

2. What did motivate you to enter the aerospace industry?

My nature is inclined to enjoy technical work. I never imagined myself sitting in an office. I have always dreamed of contributing to the UAE's vision of diversifying our economy. When I joined the Strata's Aerostructures Training Program, I was encouraged by the strategic vision of our leaders, which aims to establish the city of Abu Dhabi as a global aerospace hub and position Al Ain as a competitive player in manufacturing aircraft parts. I am proud to be part of the only company of its kind in the Middle East specialized in manufacturing aircraft parts.

3. What are the most important phases and challenges in your career?

I enjoy working with a vibrant team. I like to help my colleagues accomplish their work, boost their self-confidence, and develop their skills. All such acts motivate me immensely. My promotion to the position of supervisor was the most important and inspiring phase of my career.

4. What kind of training has prepared you for this job?

I attended a 22-month long intensive training program, which helped me refine my skills in manufacturing composite aircraft parts. Through this program, employees have been given a range of vital skills in this area. This program has contributed to the enhancement of my professional capabilities.

Strata also provides its employees with a number of intensive training programs that contribute to the development of our skills and capabilities in the aerospace industry.

5. How do you maintain the motivation to continue working in this area?

The innovative working environment in the aerospace industry motivates me to continue

in this area. I am also encouraged by my colleagues, through their enthusiasm and determination to learn.

As an Emirati, I am also very enthusiastic about working at Strata, because I can contribute to the vision of the Emirate of Abu Dhabi aimed at building a diversified, sustainable and knowledge-based economy.

6. What are the goals and objectives that you wish to achieve in your career?

The work at Strata helps me improve and strengthen my professional capabilities, especially as we move towards building the new "Factory of the Future" facility. I look forward to learning about new ways to accomplish the tasks required in the new facility and refining my abilities. My position at Strata requires me to start acquiring new talents and skills.

Most importantly, I am confident in my ability to lead a team and accomplish the tasks through teamwork. I am able to support the company's management by implementing its vision to become one of the world's top manufacturers of composite aircraft parts.

7. What advice would you like to give to the youth of the nation who are interested in working in the aircraft industry?

I advise them to choose the area where their real passion lies, where they can enjoy the work they do. What I like about this industry is that I can see projects develop right before my eyes. It's exciting to think our work helps airplanes soar through the sky. It's wonderful to see these components as part of an important means of transportation for passengers between different destinations around the world.

8. How do you see the role of Emirati women in general and their role in sectors such as aviation and manufacturing in particular?

The UAE has invested significantly in empowering the Emirati women to work in different sectors and in strengthening their position to play a vital role in the development process of the country. This is reflected in the role of women in the aerospace sector, where Emirati women represent 86% of the total local force at Strata. The efforts of Emirati women have contributed to Strata's leading position in the global aerospace industry and have strengthened Abu Dhabi's status as a major hub for the industry. I would like to encourage Emirati women to play their roles



STRATA EARNS ITS FIFTH CONSECUTIVE ZERO-FINDINGS ACCREDITATION ON THE PERIODICAL NADCAP NDT (NON-DESTRUCTIVE TESTING) AUDIT

Prestigious program recognizes Strata for its commitment to continual improvement in aerospace quality

Strata Manufacturing PJSC (Strata), the advanced composite aero-structures manufacturing facility wholly owned by Mubadala Investment Company, today announced that it has completed the (Nadcap) periodic Audit for Non-Destructive Testing with Zero Findings for the fifth time in a row.

Strata was awarded the Nadcap accreditation on NDT after successfully completing the auditing process that evaluates the systematic compliance of equipment and personnel in-line with international standards found within the aerospace industry. Strata applies NDT methods such as Ultrasonic Inspection and Real Time Radioscopy to ensure that all parts manufactured at its premises are defect free.

Commenting on the company's achievement, Strata CEO Ismail Ali Abdullah said: "Receiving the Nadcap accreditation with zero findings for the fifth time in a row is a tremendous achievement for Strata. Not only does it demonstrate our investment in meeting stringent industry and customer requirements, it also proves to the industry and to our clients that we are committed to quality and safety. For such a young company to achieve this so quickly and consistently is a testament to the tireless efforts of every single Strata employee towards building a world-class, competitive aerospace industry in Abu Dhabi and the UAE. I am incredibly proud of my colleagues."

Nadcap is the leading worldwide cooperative program of major companies designed to provide a standardized approach to quality assurance in the aerospace and defense industries through a cost-effective consensus approach to special processes

and products. The aim of the program is to assess process capability for compliance to industry standards and customer requirements. It is administered by The Performance Review Institute, a US-based not-for-profit trade association.

"Achieving Nadcap accreditation is not easy; it is one of the ways in which the aerospace industry identifies those who excel at manufacturing quality product through superior special processes. Companies such as Strata work hard to obtain this status and they should be justifiably proud of it," said Joe Pinto, Executive Vice President and Chief Operating Officer at the Performance Review Institute. "PRI is proud to support continual improvement in the aerospace industry by helping companies such as Strata be successful and we look forward to continuing to assist the industry moving forward."

STRATA'S VISITORS

زوار ستراتا



ANIL AMBANI, CHAIRMAN OF RELIANCE GROUP
VISITS STRATA

زيارة أنيل أمباني، رئيس مجلس إدارة مجموعة
ريلينس لشركة ستراتا



ARTHUR SPYROU, AUSTRALIA'S AMBASSADOR TO
THE UAE VISITS STRATA

زيارة آرثر ميلتون سبيرو، سفير أستراليا لدى
الدولة لشركة ستراتا



YOUTH AMBASSADORS PROGRAM VISIT TO
STRATA

"سفراء شباب الإمارات" خلال زيارتهم لشركة
ستراتا

