

# Bahrain Delegation



Mark Thomas is a veteran operating executive with a record of transformative leadership and value creation across the globe. Over his 38-year career with bp, Mark developed a deep knowledge of board and executive processes, strategic transactions, commercial optimization, front-line operations, and Environmental, Social, and Corporate Governance. He has a strong appreciation for the nuance of global business, having lived and worked in nine countries and conducted business in 20 others. Mark's most recent role as Group Chief Executive Officer at Bapco Energies has accountability for managing the Government of the Kingdom of Bahrain's investments in the oil and gas sector. The Group, comprising 15 subsidiary companies, spans the entire oil and gas value chain from Exploration, through midstream infrastructure and downstream petrochemicals and refining. Reporting to the Board of Directors and Chairman His Highness Shaikh Nasser bin Hamad Al Khalifa, Mark is accountable for the overall financial and operating performance of the Group and the group strategy that integrates the subsidiaries under one umbrella organization. Mark is Chairman of the Board of Bapco Gas and Bapco Gas Expansion, Vice Chairman of Bapco Refining and a member of the Bapco Upstream Board of Directors.

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	Date	Time	Event	Location
			Arrival at YYC	YYC Airport
	Sunday, September 17th	16:00	Arrival at Mayors Reception	MacLeod Hall – Telus Convention Centre
	Sunday, September 17th	18:00	Arrival at Opening Ceremonies	Telus Convention Centre
	Monday, September 18th	17:30	Arrival at Ministerial Reception	Fairmont Palliser
	Monday, September 18th	17:45	White Hat Ceremony Minister Group Photo	Fairmont Palliser – Oval Room
	Monday, September 18th	18:00	Ministerial Reception Program Starts	Fairmont Palliser – Crystal Ballroom
	Tuesday, September 19th	17:15	Canada Night Event - Ticketed	Nutrien Western Event Centre
	Tuesday, September 19th	20:00	Arrive at Cirque de Soleil Event	Lot 6 – Stampede Park
	Thursday, September 21st	14:45	Closing Ceremonies	Big 4 Main Hall A&B
			Departure from YYC	YYC Airport

Legend	
Common Event	
Country Specific Event	

## **Protocol Tips: Bahrain**

As the liaison officer hosting the official delegation from Bahrain, you will require a high level of cultural sensitivity. Here are some important considerations to keep in mind:

***Research and Preparation:*** You will find the biography of the leader of your delegation in this Handbook. Please feel free to research the delegation's background, including the individuals' positions and roles. Understanding their specific interests and objectives will help you tailor your interactions effectively.

***Formal Greetings and Respect:*** Address delegation members using their appropriate titles and honorifics, especially if they hold titles like "Sheikh" or "Doctor." Men typically shake hands but wait for Bahraini delegation members to initiate the handshake. For women, wait for them to extend their hand for a handshake. Begin meetings with a warm welcome and expressions of gratitude for their visit.

***Dress Modestly:*** Bahrain follows conservative dress codes. Dress in a professional, modest manner, especially if you're meeting delegation members of the opposite gender. Women should consider wearing loose-fitting, modest attire that covers the arms and legs.

***Communication Style:*** Be polite and formal in your communication. Maintain a respectful tone and avoid confrontational or overly direct language. Allow delegation members to set the pace of conversation and be patient.

***Business Etiquette:*** Be prepared for the possibility of lengthy initial social conversations before discussing business matters. Bahrainis value building relationships and trust before engaging in business conversations.

***Time Perception:*** Punctuality is important in Canada but be prepared for a more relaxed sense of time in Bahraini culture. Show patience and allow for some flexibility in schedules and agendas.

***Dining and Hospitality:*** Given that meals such as the opening ceremonies are part of the program, inquire about any dietary restrictions or preferences within the delegation. While dietary inquiries were made as part of the delegate registration process the information provided may be incomplete. Be prepared to guide delegation to halal options wherever possible. Please note that in most cases these will be the vegetarian option.

***Gender Segregation:*** In Bahrain, there are often gender-segregated spaces and events. Respect any guidelines or preferences provided by the delegation related to gender segregation when planning meetings or events.

***Personal Space and Physical Contact:*** Bahrainis value personal space, especially when it comes to the opposite gender. Avoid extended eye contact with individuals of the opposite gender, and refrain from physical contact unless initiated by the Bahraini delegation.

***Privacy Concerns:*** Be cautious about taking photographs, especially of delegation members without their permission, as privacy is highly regarded.

***Cultural Taboos:*** Avoid pointing the soles of your feet towards people, as feet are considered the lowest part of the body. Be cautious when discussing political or sensitive topics, as these can be considered taboo.

### **Arabic Language Tips**

The official language of Bahrain is Arabic. Here are the common phrases you may need as a Liaison Officer when interacting with Arabic speakers from Bahrain:

Hello - "مرحباً" (Marhaban) - Common greeting

Welcome - "أهلاً وسهلاً" (Ahlan wa sahlam)

Please - "من فضلك" (Min fadlik)

Thank you - "شكراً" (Shukran)

Yes - "نعم" (Na'am)

No - "لا" (La)

Goodbye - "وداعاً" (Wada'an) - Common farewell