

# Sarah Dulley

## Process Engineering Manager

### **Why did you decide to join Air Products?**

I worked at Air Products for three summers while earning my degree. I enjoyed the work I had done, as it was challenging and gave a practical application to the theory learnt in my degree. I also had seen first-hand the wide range of opportunities that the graduate programme had to offer.

### **Why do you love working at Air Products? What is it that keeps you working at Air Products?**

During my 20+ years at Air Products, I have had the opportunity to take on new and challenging roles within engineering, moving between different technologies or functional roles. There is always the opportunity to keep learning something new.

Air Products is also very supportive of flexible working arrangements. Since having my children seven years ago, I have worked several different flexible working arrangements that allowed me to support my work and my young family. My managers have always had a very open mind to flexible work arrangements. Today, as a manager, I see flexible work arrangements as a positive way to retain talent.

### **Please describe your career with Air Products to date.**

I joined Air Products as a participant in the Engineering Development Program (known as the Career Development Program in the U.S.). I completed assignments in R&D, engineering technology, process engineering and operations. The EDP scheme gave me an opportunity to try different things and determine that process engineering was where I wanted to develop my career further.

I then returned to the HyCO team as process engineer for hydrogen membrane systems. This was my first opportunity to lead projects and represent process in customer meetings. After three years in this role, I moved to process systems within our HyCO team, where I was the process systems engineer for a hydrogen plant in Joliet, Illinois. I was involved from the start: Through the design phase, I carried out equipment inspections in various locations around the U.S., participated in operational readiness inspections and the successful startup of the plant.

I then took on the role of HyCO Process Systems supervisor in Europe, supervising a team of four engineers to execute HyCO projects for Europe and supporting bids for new opportunities. After four years in this role, I moved back into HyCO Process Engineering, leading a CO cold box project that was installed in India.

I became the manager for process engineering in our Europe, Middle East and Africa region for CO plants and hydrogen recovery units in 2010, managing a team of 8-10 process engineers. To further develop my technology knowledge, I switched roles with a colleague in 2014 to become manager of process engineering for large air separation units for our Europe, Middle East, Africa and India region. As part of this role, I managed the process design of the [world's largest industrial gas facility at Jazan, Saudi Arabia](#), which was challenging both technically and from a resource management and scheduling view point.

I currently manage the Hershaw, U.K. process execution team, which includes process and process systems engineers.

**How does what you do contribute to sustainability?**

Air separation units require a large amount of power. We look to develop highly efficient process cycles to enable our plants to operate with the lowest power possible.

Safety is a key theme to everybody at Air Products. As engineers, we are designing plants that will operate safely, ensuring the safety of personnel on our sites and when they travel on business, and maintaining an office environment that minimizes accidents. Air Products philosophy is that nothing is more important than safety and that the only acceptable safety performance is zero incidents. This has been a fundamental principle for all the work I have been engaged in since joining.

**What is the most intriguing/satisfying thing you've been involved in since you've been at Air Products?**

From a technical viewpoint, the most satisfying thing is seeing a plant that you have designed on paper be built, successfully started up, and meet its performance guarantees. As a manager, the most satisfying part of my role is coaching and developing young engineers and helping them to develop the skills needed to be successful within the organization.

**What career advice would you give to those just starting out in their engineering career?**

Look for opportunities to step outside your comfort zone. These opportunities can make you uncomfortable at the time, but you will look back on them and see how much you learnt and developed. Take the opportunity to take on activities outside of your core role. These offer excellent ways to develop new skills and allow you to meet and network with people who you would not necessarily come across in your day to day activities.