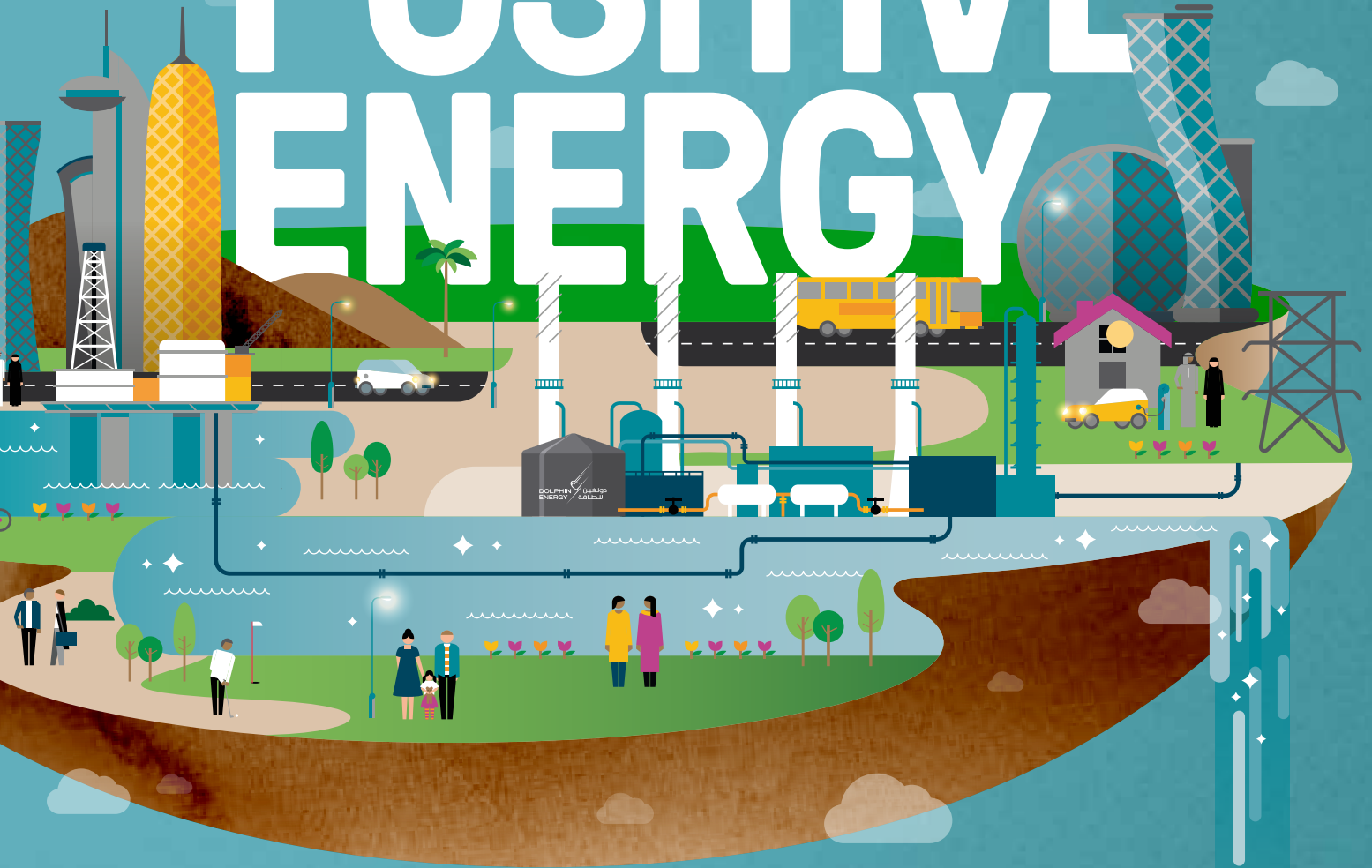


DOLPHIN  
ENERGY

دولفين  
للطاقة

# ALL IT TAKES IS POSITIVE ENERGY



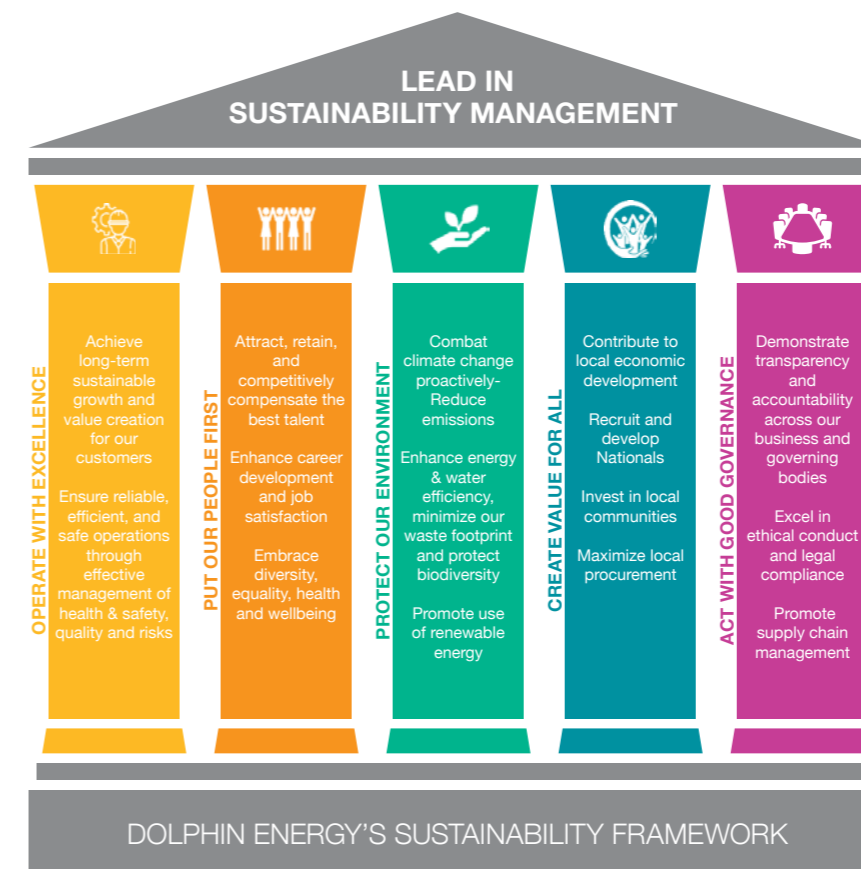
2021 SUSTAINABILITY REPORT



# SUSTAINABILITY MANAGEMENT AT DOLPHIN ENERGY

Our sustainability strategy and framework, updated in 2021, is built on five pillars. These represent all aspects of our business and provide a focus for our sustainability efforts.

Each pillar embraces sustainability challenges and opportunities which have a material impact on our business, thus requiring company-wide engagement.



## CHAIRMAN MESSAGE

“We adapted prudently to the continuing challenge of COVID-19 by maintaining business continuity and meeting our key business targets. We have remained steadfast in our focus on maintaining and operating our assets safely, reliably, and efficiently by fostering close teamwork, supporting our employees in their home and working lives, and continuing to provide a working environment characterized by inclusion, opportunity, and diversity. We have also continued to make positive contributions to the broader community, supporting various programs that address the needs of society.”

**Hamdan Bin Zayed Al Nahyan**  
Chairman

## CEO MESSAGE

“Despite the challenge of COVID-19, we sustained our exceptional safety and operational performance, achieving our production target and maintaining an excellent relationship with our customers. We continued our pursuit of process improvement, reflected in the launch of Project ACTIONED as well as the implementation of our digitization efforts under the banner of Future Forward. Our performance also reflects our diligent approach to managing our operations safely and efficiently in a way that has helped us reduce our environmental footprint.”

**Obaid Al Dhaheri**  
Chief Executive Officer

## ABOUT THIS PUBLICATION

This is the 13<sup>th</sup> year that Dolphin Energy has reported on its sustainability efforts. This executive summary captures the progress we have made towards our sustainability goals and commitments. The data in this report covers the calendar year 2021 and was prepared using the GRI Standards, Oil and Gas Sector Disclosures, and the IPIECA oil and gas industry guidance on voluntary sustainability reporting.

To view the full report please visit:  
[www.sustainability.dolphinenergy.com](https://www.sustainability.dolphinenergy.com)

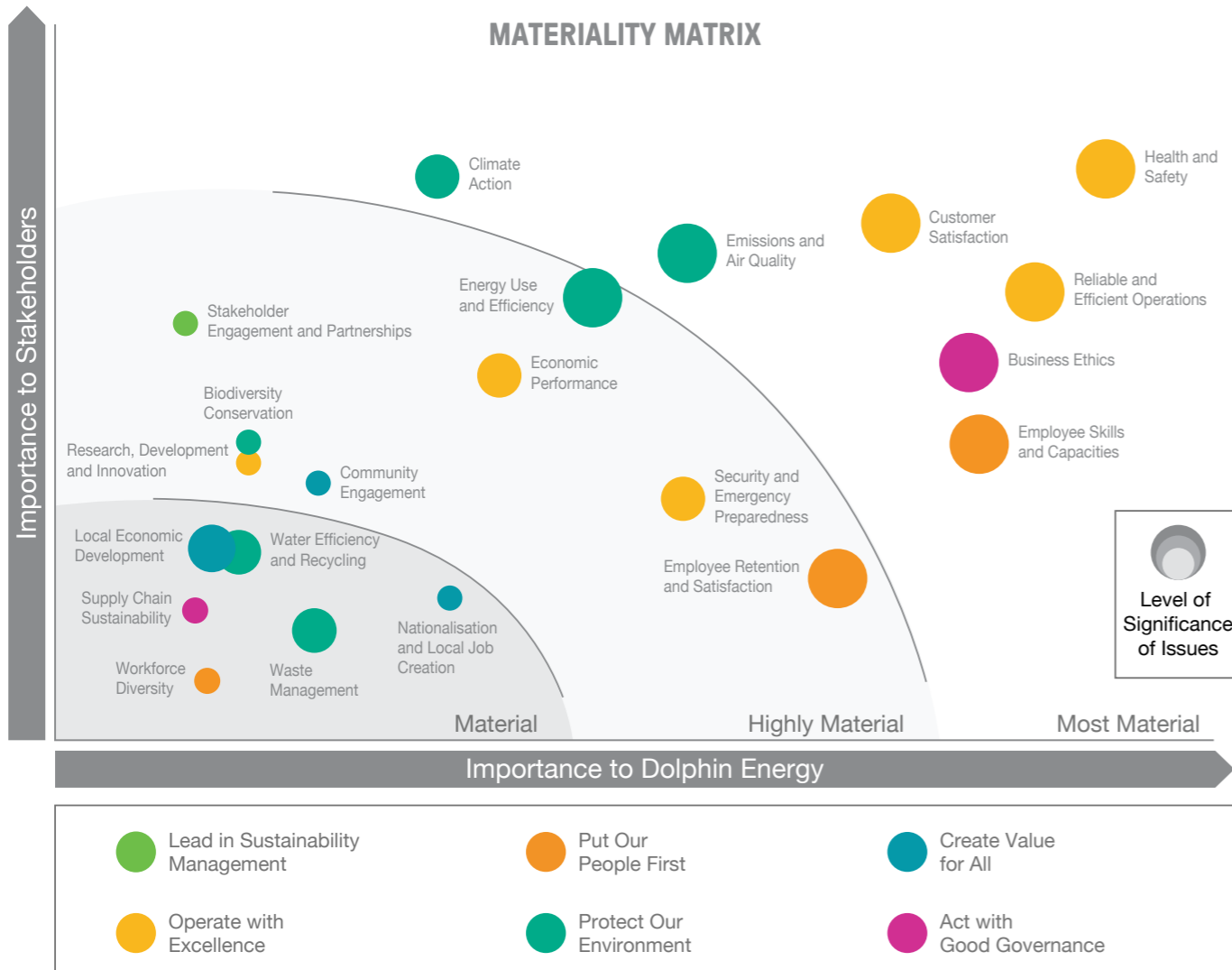


## OUR COMMITMENT

Dolphin Energy Limited is committed to protecting our people, safeguarding the environment, and conducting all activities in a socially responsible manner at all times. We consider this commitment to Health, Safety, Environment, and Security (HSES) to be as important as our commitment to other key business objectives.

## FOCUSING ON WHAT MATTERS

We are committed to prioritizing the issues that directly intersect with our business and matter the most to our stakeholders. This enables us to address the right issues and report on them more effectively. The matrix below captures the 21 issues that were identified as material.



### Awards and Recognition in 2021

- Best Sustainability Report Award for the 2021 published report at the Abu Dhabi Sustainability Group (ADSG) Sustainable Business Leadership Awards
- Certificate of Recognition from the ADSG for promoting sustainability management and best practices
- Certificate of Appreciation from the Environment Agency - Abu Dhabi (EAD) for supporting and strengthening the partnership framework and teamwork to protect and preserve the environment and enhance sustainability
- Annual Qatarization Certificate for 'Support & Liaison with the Education Sector' category at the Energy Sector's 21<sup>st</sup> Annual Qatarization review meeting



# OUR SUSTAINABILITY PERFORMANCE

IN THIS SECTION, WE PRESENT OUR OBJECTIVES FOR EACH PILLAR OF OUR SUSTAINABILITY FRAMEWORK, OUR ACTIVITIES IN 2021 THAT SUPPORT ACHIEVING THESE OBJECTIVES, AND OUR RESULTING PERFORMANCE.

## LEAD IN THE ADOPTION OF SUSTAINABILITY MANAGEMENT

### ALIGNMENT



### 2021 PERFORMANCE

Achieved 94% of Sustainability Commitments for 2021

### OUR OBJECTIVE

We aim to lead in the adoption of sustainability management by continually improving our strategy and governance to ensure the long-term sustainable growth of our business. Engaging in ongoing dialogue with a broad range of stakeholders is a core component of our sustainability strategy that helps us identify, prioritize, and achieve our sustainability commitments.



### 2021 ACHIEVEMENTS

- Revised our **Sustainability Policy and Management Plan**
- Initiated a **Balanced Scorecard** dashboard for regular reporting

### 2022 COMMITMENTS

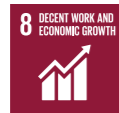
- Complete the design phase of the **Balanced Scorecard** System
- Implement a **centralized external communication** protocol

## OPERATE WITH EXCELLENCE

### SUSTAINABLE DEVELOPMENT GOALS (SDG) ALIGNMENT



SDG 3.9



SDG 8.2  
SDG 8.4  
SDG 8.8



SDG 9.1

### OUR OBJECTIVE

Operational excellence means running our operations safely, reliably, and efficiently. We aim to achieve this through investment in reliable and efficient production and distribution, a relentless focus on effective risk management, working to meet the highest health and safety standards, maintaining integrity of our assets, and streamlining our operational processes. This in turn ensures customer satisfaction, value creation, and long-term growth.

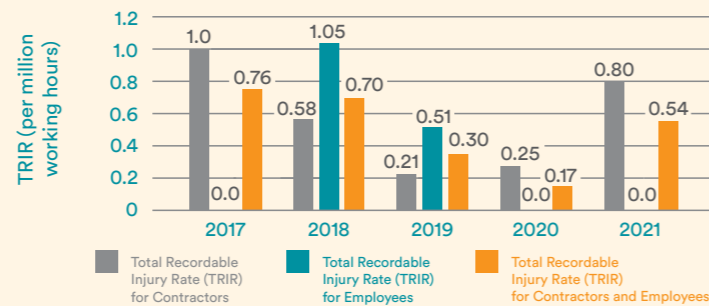
### 2021 ACHIEVEMENTS

- Developed a policy framework for **ergonomics management**
- Performed a **chemical exposure monitoring** study on downstream operations
- Created a new **Asset Integrity** department
- Implemented the electronic **Wells Integrity Management System**
- Launched the **Dolphin Energy Management System (DEMS)**

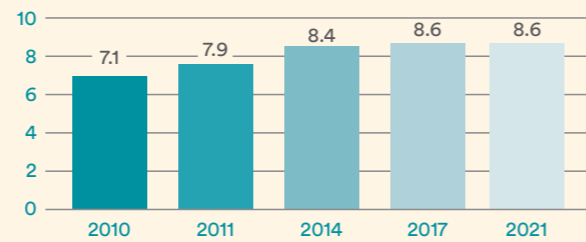
### 2021 PERFORMANCE

- Maintained **zero fatalities** for contractors and employees
- Maintained a **TRIR less than 1.0** for employees and contractors
- Achieved **14 years without a Lost Time Incident (LTI)** for Offshore Operations
- Achieved a **Customer Satisfaction score of 8.6 out of 10**
- Exceeded **10 trillion scf of Development and Production Sharing Agreement (DPSA) gas** since the start of operations
- Achieved **430 million barrels of condensate production**

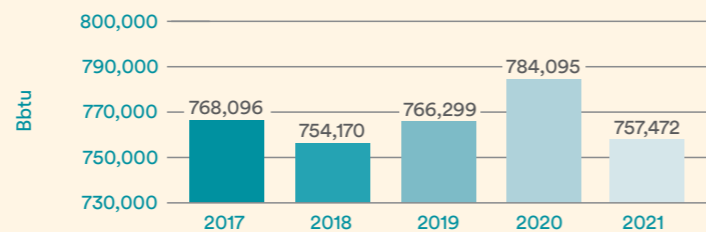
### TOTAL RECORDABLE INJURY RATE (TRIR)



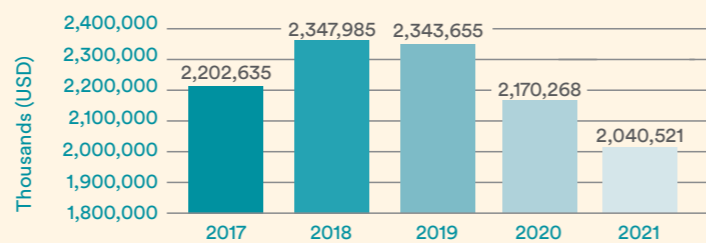
### CUSTOMER SATISFACTION SURVEY RESULTS



### TOTAL GAS SOLD



### REVENUE (DOWNSTREAM OPERATIONS)



### 2022 COMMITMENTS

- Maintain a **TRIR of less than 1.0** for employees and contractors
- Deliver at least **two major** and **one large scale emergency response exercise**
- Develop the scope for asset integrity training focusing on **Safety and Environment Critical Elements (SECEs)**
- Initiate **ISO 9001:2015 Certification**

## PUT OUR PEOPLE FIRST

### SUSTAINABLE DEVELOPMENT GOALS (SDG) ALIGNMENT



SDG 4.4



SDG 5.1



SDG 8.5  
SDG 8.6



SDG 10.2  
SDG 10.3

### OUR OBJECTIVE

We strive to cultivate a work environment that rewards our employees fairly, embraces diversity, and ensures inclusion at every level of the company. We focus on being a trusted company that is recognized as an employer of choice. Our objective is to provide rewarding careers and development opportunities that allow us to attract and retain the right people.

### 2021 ACHIEVEMENTS

- Implemented the new **performance appraisal appeal** process
- Implemented the **Talent Management** business module on 'Succession and Development Planning'

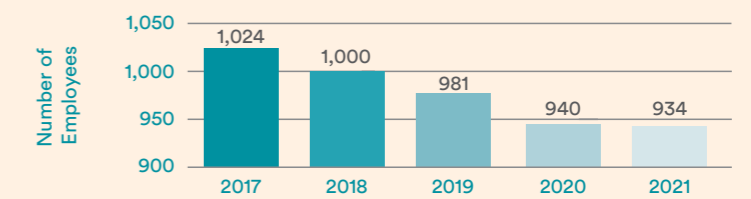
### 2021 PERFORMANCE

- 20,500 total hours of training for employees**
- 100% of employees examined via performance reviews**
- 427 Thanaa Awards and 8 Injaz Awards issued across both Qatar and the UAE**
- 4% total employee turnover rate**
- 9% of women in management position**
- 100% retention rate for male and female employees taking parental leave**

### 2022 COMMITMENTS

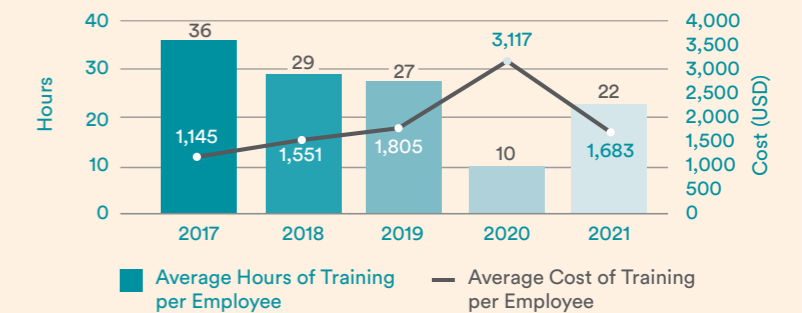
- Implement a **career and development coaching program**
- Ensure unplanned **employee turnover less than or equal to 8%**

### TOTAL WORKFORCE\*

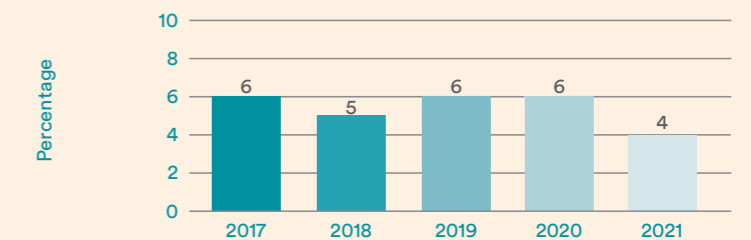


\* Inclusive of employees with a temporary employment contract of short-term (maximum of 6 months)

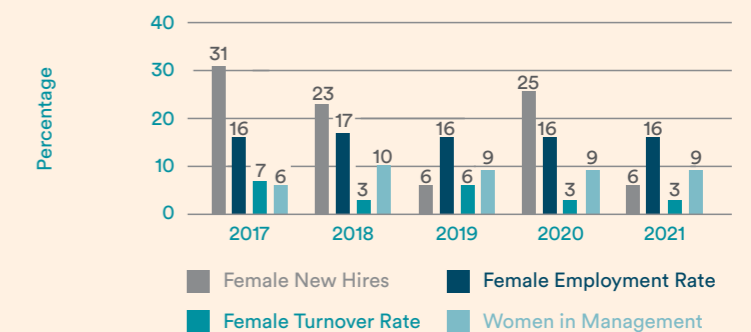
### AVERAGE HOURS & COST OF TRAINING PER EMPLOYEE



### EMPLOYEE TURNOVER



### FEMALE EMPLOYMENT



## CREATE VALUE FOR ALL

### SUSTAINABLE DEVELOPMENT GOALS (SDG) ALIGNMENT



### OUR OBJECTIVE

We seek to contribute to the local economic development of the countries in which we operate through recruitment and development of Nationals, community investments, and local procurement. As such, we create lasting value for our communities and strive to improve the lives of generations to come.

### 2021 ACHIEVEMENTS

- Met our **Emiratization** target of 71%
- Achieved a 30% **Qatarization** rate

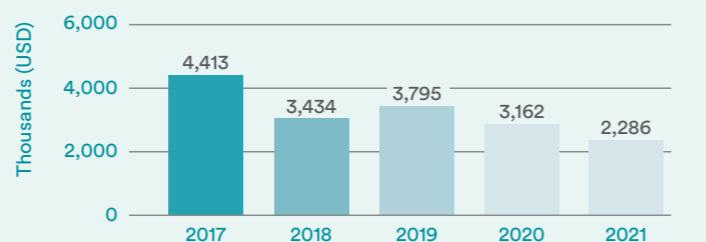
### 2021 PERFORMANCE

- 39% of community investments focused on social and community contributions
- Nationals comprise 75% of total senior management positions
- 95% of our procurement spending was awarded to local suppliers

### 2022 COMMITMENTS

- Achieve the **Emiratization target of 72%**
- Achieve the **Qatarization target of 31%**

### TOTAL COMMUNITY CONTRIBUTIONS\*

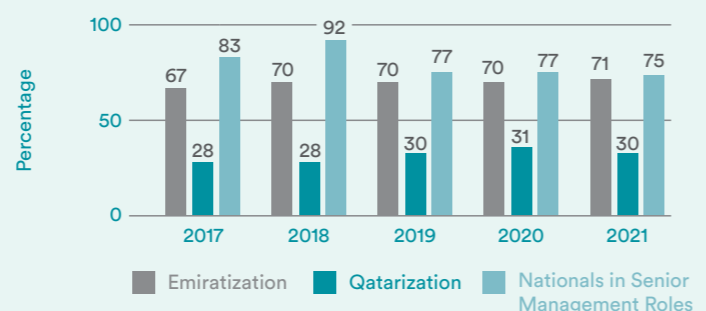


\* The figures are reported in accordance with our financial statements

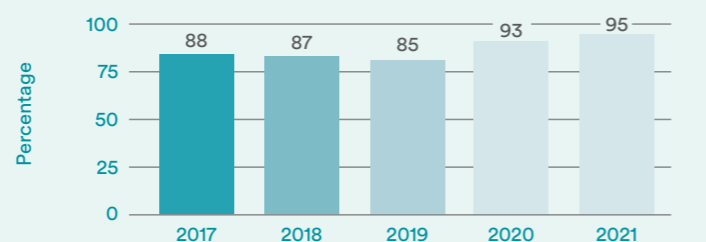
### PERCENTAGE OF COMMUNITY INVESTMENT BY FOCUS AREA



### NATIONALIZATION



### PROCUREMENT SPENDING ON LOCAL SUPPLIERS



## PROTECT OUR ENVIRONMENT

### SUSTAINABLE DEVELOPMENT GOALS (SDG) ALIGNMENT



### OUR OBJECTIVE

We seek to address global environmental issues proactively throughout the lifecycle of our operations, including Greenhouse Gas (GHG) emissions, energy efficiency, water withdrawal, waste and wastewater generation, air quality, and biodiversity protection. Reducing and managing our environmental impacts responsibly is an integral component of our operational excellence.

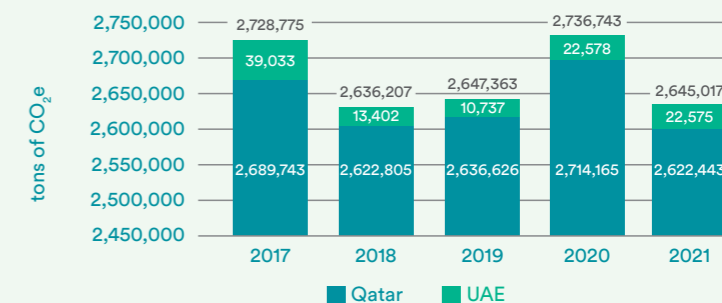
### 2021 ACHIEVEMENTS

- Initiated **methane fugitive emissions monitoring**
- Carried out an **odor assessment study** upstream
- Completed the **installation of occupancy sensors** upstream
- Initiated a field study to assess the **water table rise** in the upstream plant
- Started construction of the **on-grid solar power system** downstream

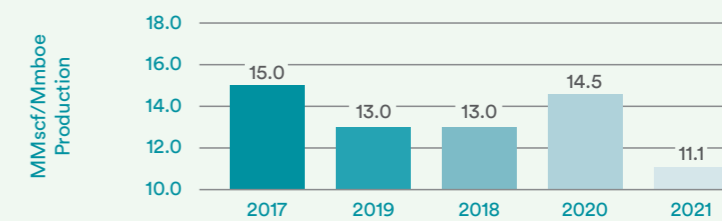
### 2021 PERFORMANCE

- 3% decrease in total Greenhouse Gas (GHG) Emissions
- 25% decrease in flaring volumes
- 15% decrease in total NO<sub>x</sub> emissions
- 32% decrease in total SO<sub>2</sub> emissions
- 21% decrease in water consumption intensity
- 28% of waste recycled
- USD 8.8 million in environmental expenditure

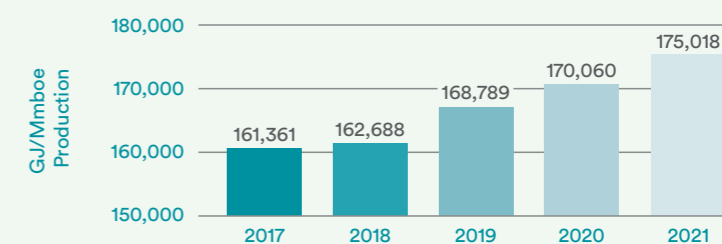
### GHG EMISSIONS



### FLARING INTENSITY



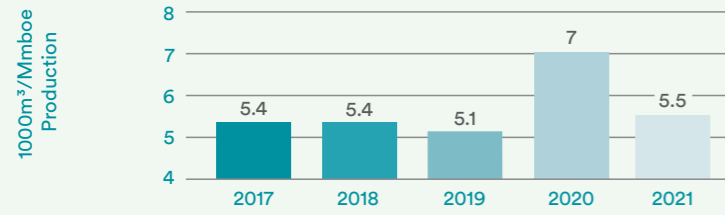
### ENERGY INTENSITY



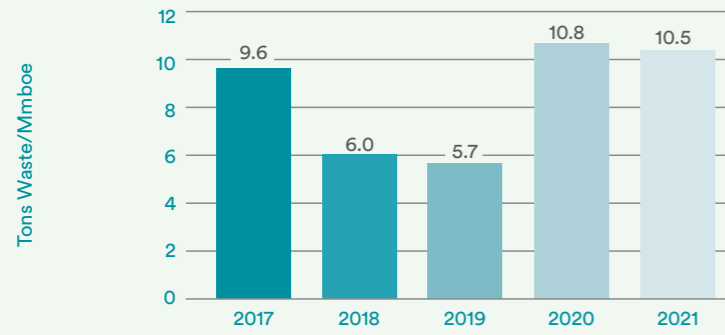
### 2022 COMMITMENTS

- Set up a **decarbonization program** task force
- Launch a **carbon footprint** campaign
- Award a project for **Light-Emitting Diode (LED) conversion** upstream
- Award construction work for **installation of the solar power project** upstream

### WATER CONSUMPTION INTENSITY



### SOLID WASTE INTENSITY



## ACT WITH GOOD GOVERNANCE

### SUSTAINABLE DEVELOPMENT GOALS (SDG) ALIGNMENT



SDG 12.7



SDG 16.5

### OUR OBJECTIVE

As a conscientious corporate citizen, we are committed to embedding transparency and accountability in our governance. We hold ourselves to the highest standards of ethical conduct and ensure our business partners operate according to our standards for responsible behavior.

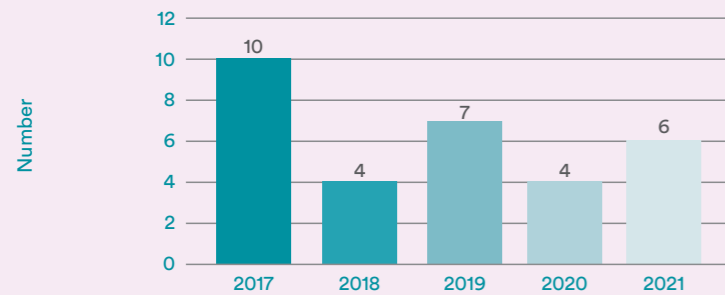
### 2021 ACHIEVEMENTS

- Completed **six Safety Quality Management** audits of contractors
- Held the **annual HSES Contractors' Forum** virtually for both upstream and downstream

### 2021 PERFORMANCE

- **Zero incidents of non-compliance with laws and regulations**
- **100% of business units analyzed for corruption**
- **18% of employees received training on anti-corruption and non-compliance**
- **Internal Audit conducted 13 audits covering technical and support services**

### TOTAL HSES AUDITS FOR CONTRACTORS



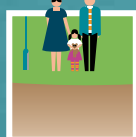
### 2022 COMMITMENTS

- Complete the update of the **company's legal compliance register**
- Conduct a minimum of **four Safety Quality Management audits**



### Cautionary Statement

Dolphin Energy's 2021 sustainability report contains certain forward-looking statements. All statements, other than statements of historical fact, are or may be deemed to be, forward-looking statements. By their nature, forward-looking statements involve known and unknown risks and uncertainties that could materially affect expected results of operations, cash flow and business prospects, because they relate to events and depend on circumstances that will or may occur in the future. Readers should not place undue reliance on forward-looking statements, which speak only as of the date of this report.



THANK YOU FOR READING. FOR MORE  
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