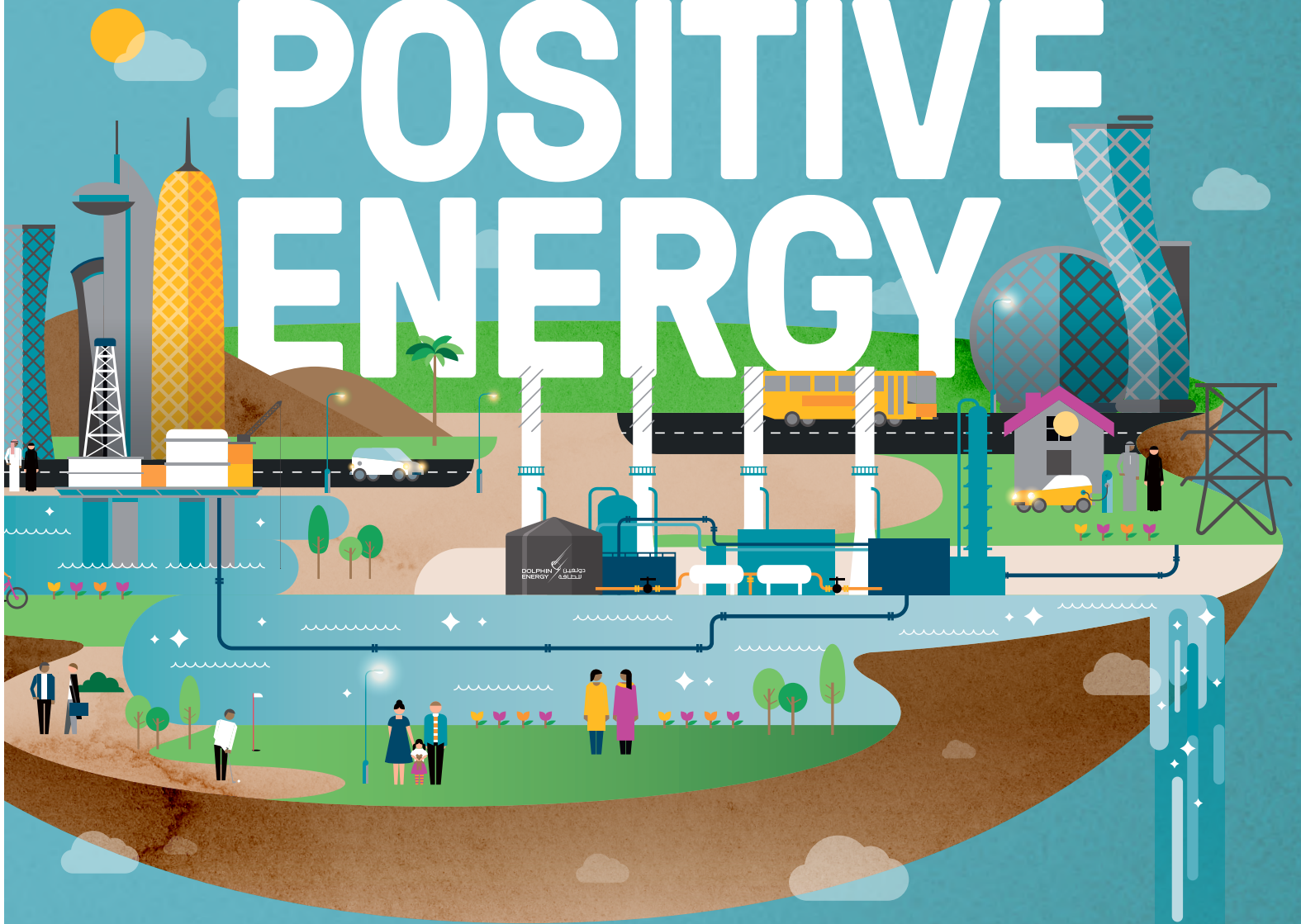


DOLPHIN  
ENERGY

دولفين  
للاطاقة

# ALL IT TAKES IS POSITIVE ENERGY



2017 SUSTAINABILITY REPORT

# SUSTAINABILITY AT DOLPHIN ENERGY

Our sustainability management approach is built upon the six pillars of our sustainability framework which represent all aspects of our business and provide a focus for all our sustainability efforts.

We are committed to prioritizing the issues that directly intersect with our business and matter the most to our stakeholders. We sought to understand and prioritize

these issues through a four-phase materiality analysis aligned with the Global Reporting Initiative's (GRI) Standards.

This in turn enabled us to address the right issues and report on them more effectively. The 21 issues we have identified as material for our business to manage in 2017 are captured under the six pillars of our sustainability framework below.

## ABOUT THIS PUBLICATION

This is the 9<sup>th</sup> year that Dolphin Energy has reported on its sustainability efforts. This publication provides an executive summary of the progress the company has made towards its sustainability goals. Data in this report covers the calendar year 2017 and was prepared using the Global Reporting Initiative (GRI) Standards, GRI Oil and Gas Sector Disclosures, and oil and gas industry guidance on voluntary sustainability reporting provided by the Global Oil and Gas Industry Association for Environmental and Social Issues (IOEIA), the American Petroleum Institute (API), and the International Association of Oil and Gas Producers (IOGP).

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



## OUR COMMITMENT

Dolphin Energy Limited is committed to protecting its people, safeguarding the environment, and conducting its activities in a socially responsible manner within the communities in which it operates. This commitment to Health, Safety, the Environment and Security (HSES) ranks equally with all our other primary business objectives, and both management and our employees continually strive for improvement.

## MATERIALITY MATRIX



1. Safety and Security	8. Employee Health and Wellbeing	15. Adopting Sustainability Management
2. Compliance with Regulations	9. Risk Management and Business Continuity	16. Nationalization and Job Creation
3. Transparency, Accountability, and Integrity	10. Customer Satisfaction	17. Enhancing the Capacity of Employees
4. Reliable and Efficient Operations	11. Stakeholder Engagement and Communication	18. Carbon Emissions Reduction and Energy Efficiency
5. Emergency Preparedness	12. Research, Development, and Innovation	19. Engagement with the Local Community
6. Protection of the Environment	13. Employee Engagement and Satisfaction	20. Strategic Partnerships and Collaborative Initiatives
7. Achieving Operational and Financial Targets	14. Sustainable Supply Chain	21. Workforce Diversification

# OUR SUSTAINABILITY PERFORMANCE

### Awards and Recognition in 2017

- Gold in the 'Internal Communications' category at the annual Middle East Public Relations Association Awards for The CORE Project communication program.
- 'Automation Excellence in Industry Award 2016' in the 'Implemented Innovative Ideas' category at the 96<sup>th</sup> Technical Seminar and International Society of Automation (ISA) Honors and Awards Gala.
- Certificate of Appreciation in the 'Support and Liaison with the Education Sector for 2016' category at the 17<sup>th</sup> Annual Qatarization Review Meeting of the Energy and Industry Sector.
- Certificate of Recognition from the Abu Dhabi Sustainability Group (ADSG) for Dolphin Energy's dedication and commitment to promoting sustainability management best practices.
- Certificate of Appreciation at the Offshore Operations Forum, for playing an active role in the Forum's activities, specifically in the field of maintenance operations.

## LEAD IN THE ADOPTION OF SUSTAINABILITY MANAGEMENT

### OUR OBJECTIVE

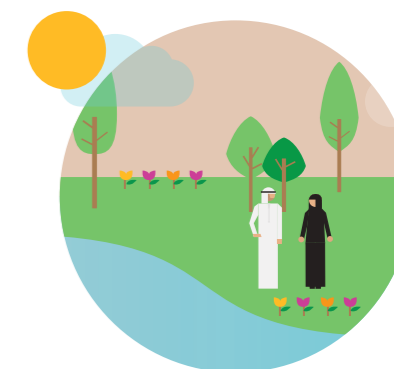
We aim to lead in the adoption of sustainability management by continually improving our strategy and governance to ensure the long-term sustainable growth of our business. Engaging in ongoing dialogue with a broad range of stakeholders is a core component of our sustainability strategy that helps us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

### 2017 ACHIEVEMENTS

- Developed a framework for a **balanced scorecard** that will help set strategic goals and objectives and report our performance against those objectives to our stakeholders on a yearly basis.
- Received a **Certificate of Recognition** from the Abu Dhabi Sustainability Group (ADSG) for Dolphin Energy's dedication and commitment to promoting sustainability management best practices.

### 2017 PERFORMANCE

- Issued an **online sustainability report** that helped reduce our environmental impact and made our reporting more targeted and accessible to our stakeholders.



**IN THIS SECTION, WE PRESENT OUR OBJECTIVES FOR EACH PILLAR OF OUR SUSTAINABILITY FRAMEWORK, OUR ACTIVITIES IN 2017 THAT SUPPORT ACHIEVING THESE OBJECTIVES, AND OUR RESULTING PERFORMANCE.**



# OUR SUSTAINABILITY PERFORMANCE

## OPERATE WITH EXCELLENCE

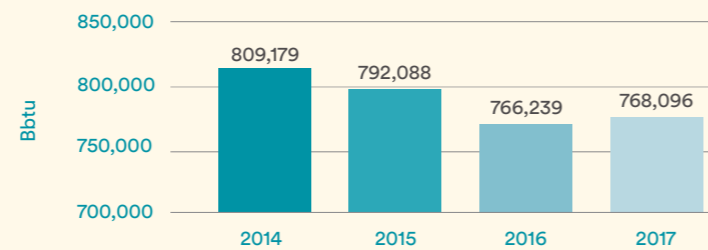
### OUR OBJECTIVE

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.

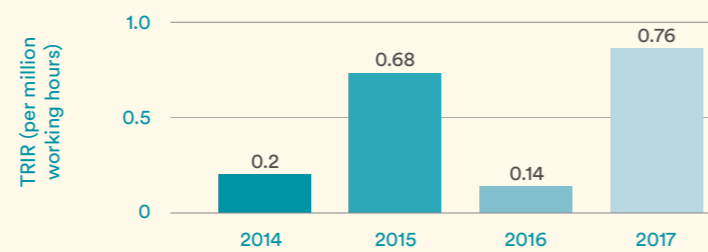
### 2017 ACHIEVEMENTS

- Continued implementation of The CORE Project, our long-term **cost optimization** program.
- Signed new long-term contracts to deliver **additional volumes of gas** to Sharjah Electricity and Water Authority (SEWA) and Ras Al Khaimah Gas Commission (RAK Gas) in the UAE through Dolphin Energy's existing subsea pipeline.
- Completed drilling of a third new well from the DOL1- production platform as part of the **Reservoir Management Optimization Project (RMOP)**. This was done earlier than planned, with less budget, and with no disruptions to offshore gas production.
- Launched a **Digital Transformation Strategy and Phase II of the CORE Project** to optimize ways of working and enhance process efficiency with a specific focus on operations safety, asset availability and integrity and improved business productivity across the supply chain.
- Re-launched the 12 **Golden Safety Rules** which identify the company's most important safety requirements.

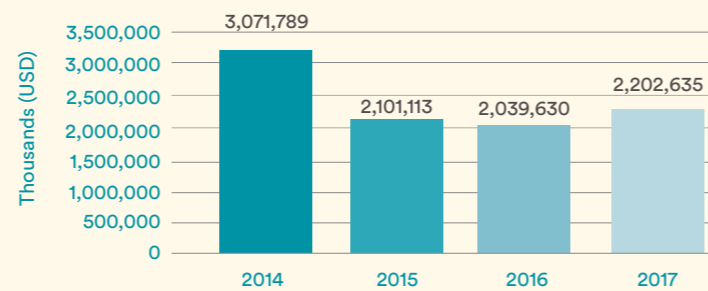
### TOTAL GAS SOLD



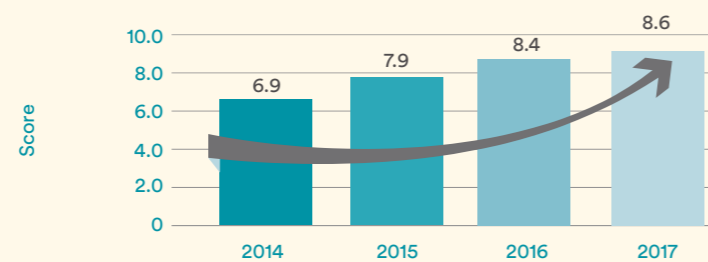
### TRIR OF EMPLOYEES AND CONTRACTORS



### REVENUE PLUS NET SALES (DOWNSTREAM OPERATIONS)



### CUSTOMER SATISFACTION SCORE



### 2017 PERFORMANCE

- Recorded 8.6 out of 10 on our customer satisfaction survey.
- Maintained a Total Recordable Injury Rate (TRIR) less than 1.0 for employees and contractors.
- Reached the 10-year gas production milestone since the company started operations in 2007.
- Cost savings of USD 26.6 million achieved from The CORE Project.

## PUT OUR PEOPLE FIRST

### OUR OBJECTIVE

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

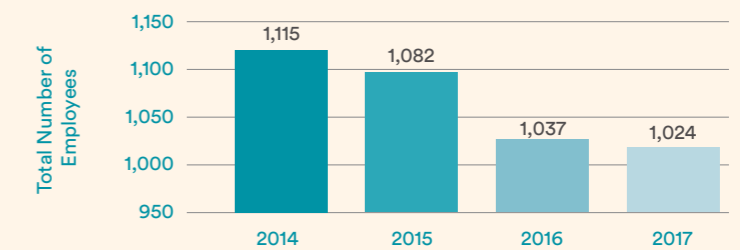
### 2017 ACHIEVEMENTS

- Implemented In-House Faculty Program to **develop the skills** of expert employees to become in-house trainers.
- Deployed a robust Competency Assurance Management System (CAMS) for Upstream Operations, to ensure the **competency of our people** and support them in their respective roles.

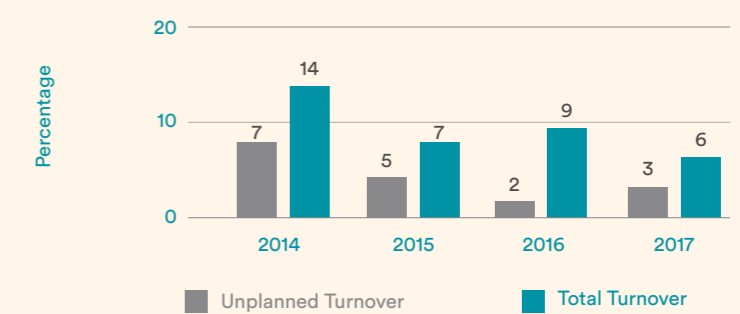
### 2017 PERFORMANCE

- 76% employee engagement across Dolphin Energy.
- 45% reduction in the average cost of training per employee from 2016.
- Three percentage reduction in employee turnover.
- 8 hour increase in average training hours per employee from 2016.

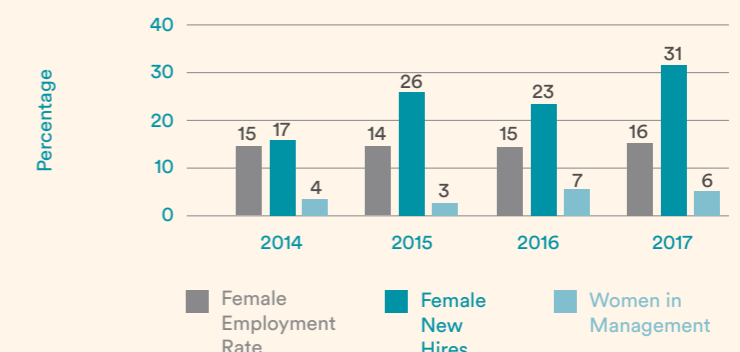
### TOTAL WORKFORCE



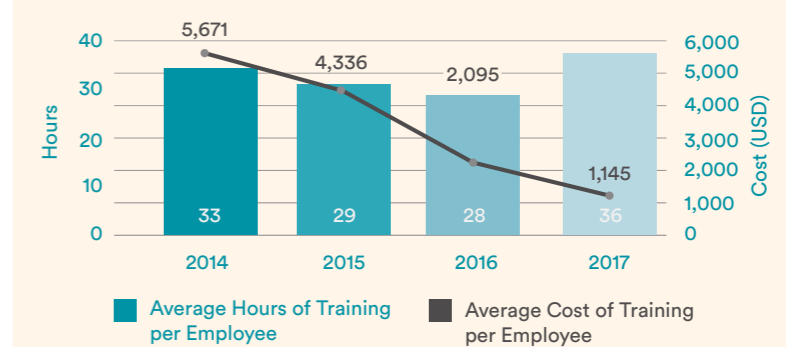
### EMPLOYEE TURNOVER



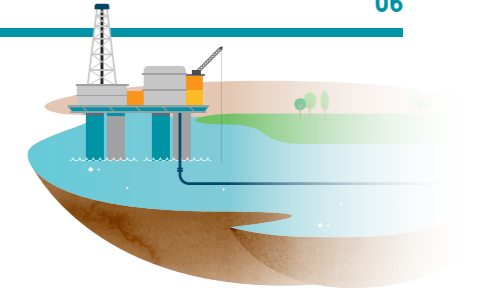
### FEMALE EMPLOYMENT



### AVERAGE HOURS & COST OF TRAINING PER EMPLOYEE



# OUR SUSTAINABILITY PERFORMANCE



## CREATE VALUE

### OUR OBJECTIVE

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

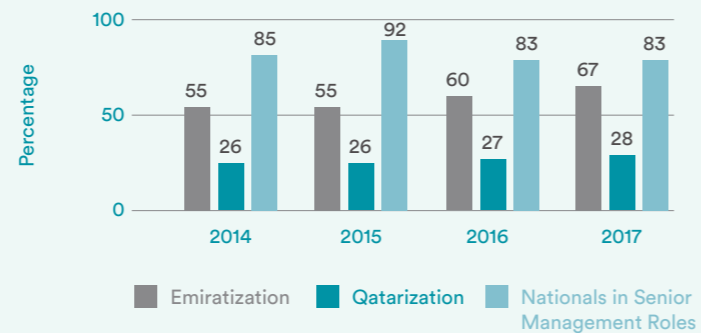
### 2017 ACHIEVEMENTS

- Received a **Certificate of Appreciation** in the 'Support and Liaison with the Education Sector for 2016' category at the 17<sup>th</sup> Annual Qatarization Review Meeting of the Energy and Industry Sector.
- Continued partnership with Qatar University to offer **Science, Technology, Engineering and Mathematics (STEM) on Wheels**. This project features a mobile, hands-on STEM laboratory, available for young students to learn more about STEM subjects in an exciting and engaging way.
- Focused our **community investments** on initiatives that inspired the next generation of engineers and scientists. The initiatives also supported sport platforms, and celebrated our national history and heritage.

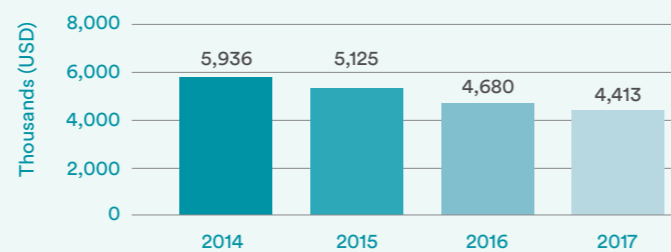
### 2017 PERFORMANCE

- 26 national youth internships offered.
- 21 associate development opportunities offered.

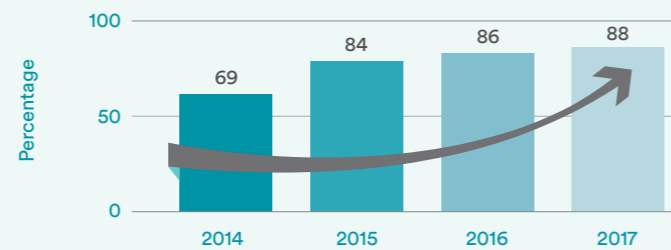
### NATIONALIZATION



### TOTAL COMMUNITY CONTRIBUTIONS



### PROCUREMENT SPENDING ON LOCAL SUPPLIERS



## PROTECT THE ENVIRONMENT

### 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.

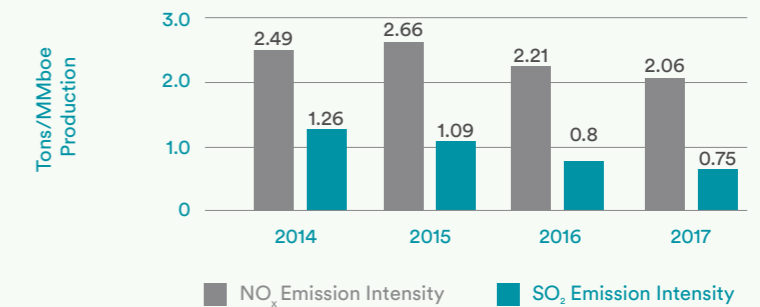
### 2017 ACHIEVEMENTS

- Launched a GHG Policy and Strategy affirming our commitment to minimizing our **carbon footprint**.
- Implemented several initiatives to improve the **energy efficiency** of our process and equipment, including reinstating high-pressure steam superheating coils in Stream 1 Sulfur Recovery Unit (SRU).
- Implemented the **Water Injection Wells Workover (WIWO)** Project to preserve the long-term integrity of our wastewater disposal wells.
- Sent spent activated carbon and spent catalysts to local industries to **reuse** as feed instead of sending to landfill.

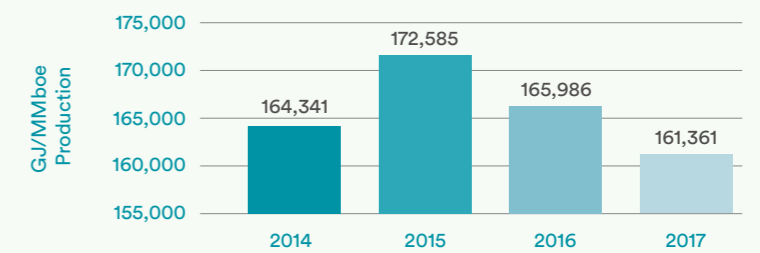
### 2017 PERFORMANCE

- 5% decrease in NO<sub>x</sub> and SO<sub>2</sub> emissions.
- 2% increase in total waste recycled.
- 3% decrease in energy intensity.
- 6% decrease in waste water injection volume.

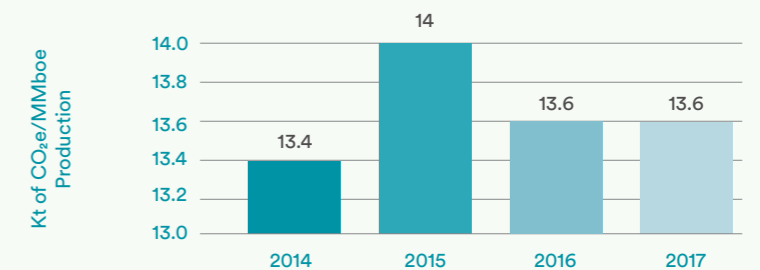
### AIR EMISSIONS INTENSITY



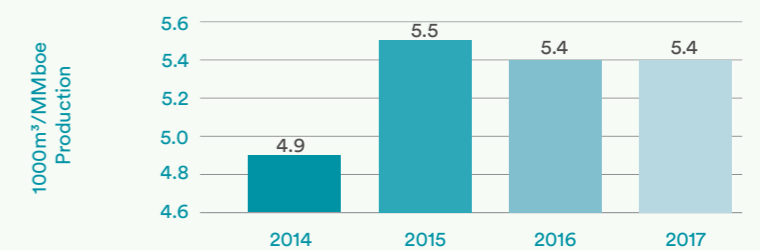
### ENERGY INTENSITY

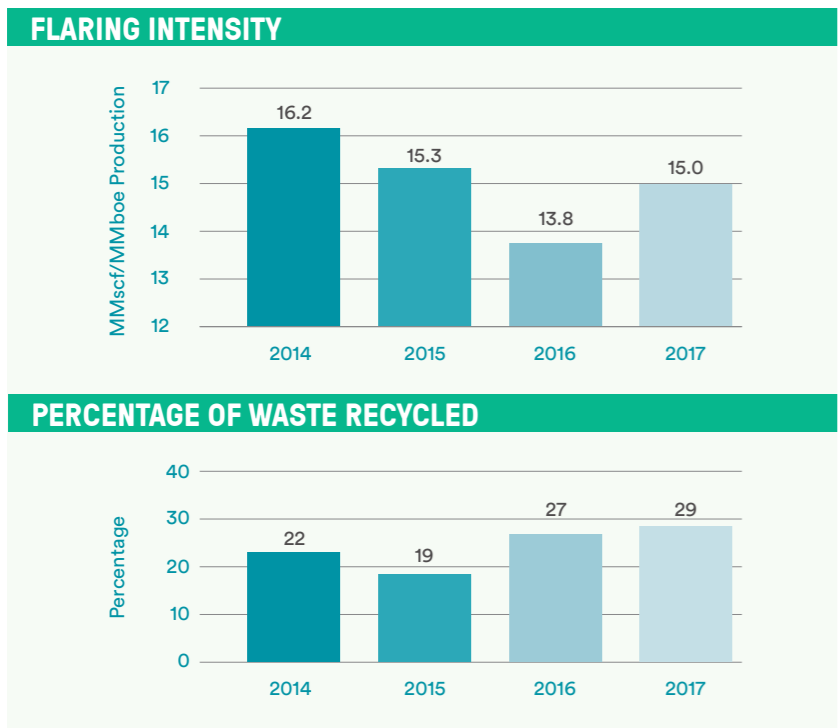


### GHG EMISSIONS INTENSITY



### WATER CONSUMPTION INTENSITY





## BECOME A BETTER CORPORATE CITIZEN

### OUR OBJECTIVE

As a conscientious corporate citizen, Dolphin Energy is 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.

### 2017 ACHIEVEMENTS

- Held our 10<sup>th</sup> Health, Safety, Environment and Security (HSES) Contractors' Forum downstream under the theme '**Achieving Excellence in HSE Performance Through Teamwork**' which emphasized and discussed the importance of teamwork when performing any activity or task.

Contractor Safety	2014	2015	2016	2017
Total Number of HSES Audits*	102	11	9	10

\* In previous reports, Dolphin Energy reported both HSES audits and inspections for contractors together under the KPI 'total number of HSES audits for contractors'. As of 2017, we have revised the figures to include only HSES audits.

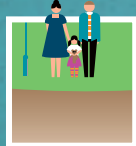
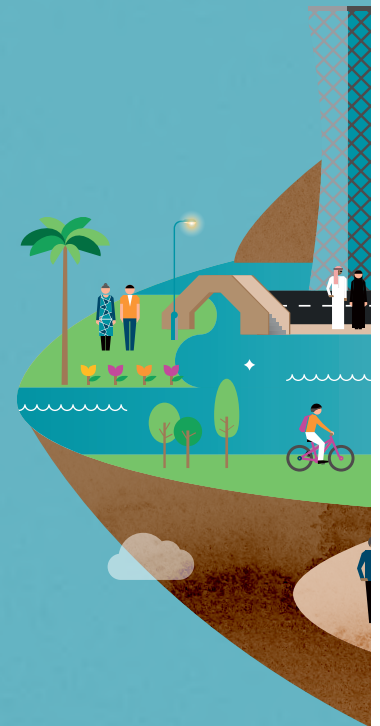
### 2017 PERFORMANCE

- **No reports of concern or violations of the Code of Conduct during the year and zero incidents of non-compliance with laws and regulations.**
- **100% business units analyzed for corruption.**



### Cautionary Statement

Dolphin Energy's 2017 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  
INFORMATION, PLEASE VISIT:

[WWW.SUSTAINABILITY.DOLPHINENERGY.COM](http://WWW.SUSTAINABILITY.DOLPHINENERGY.COM)