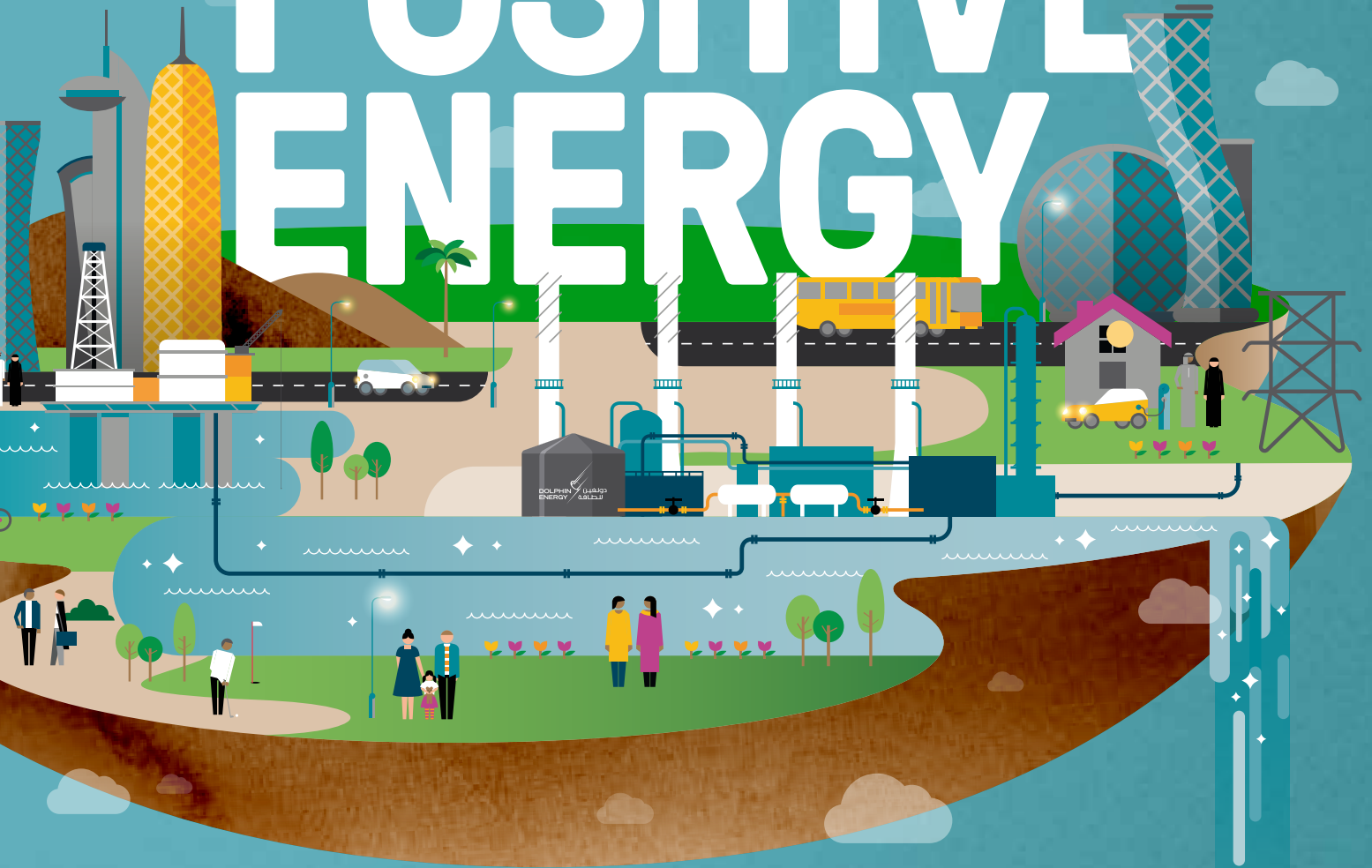


DOLPHIN  
ENERGY

دولفين  
للطاقة

# ALL IT TAKES IS POSITIVE ENERGY



2019 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. This enables us to address the right issues and report on them more effectively.

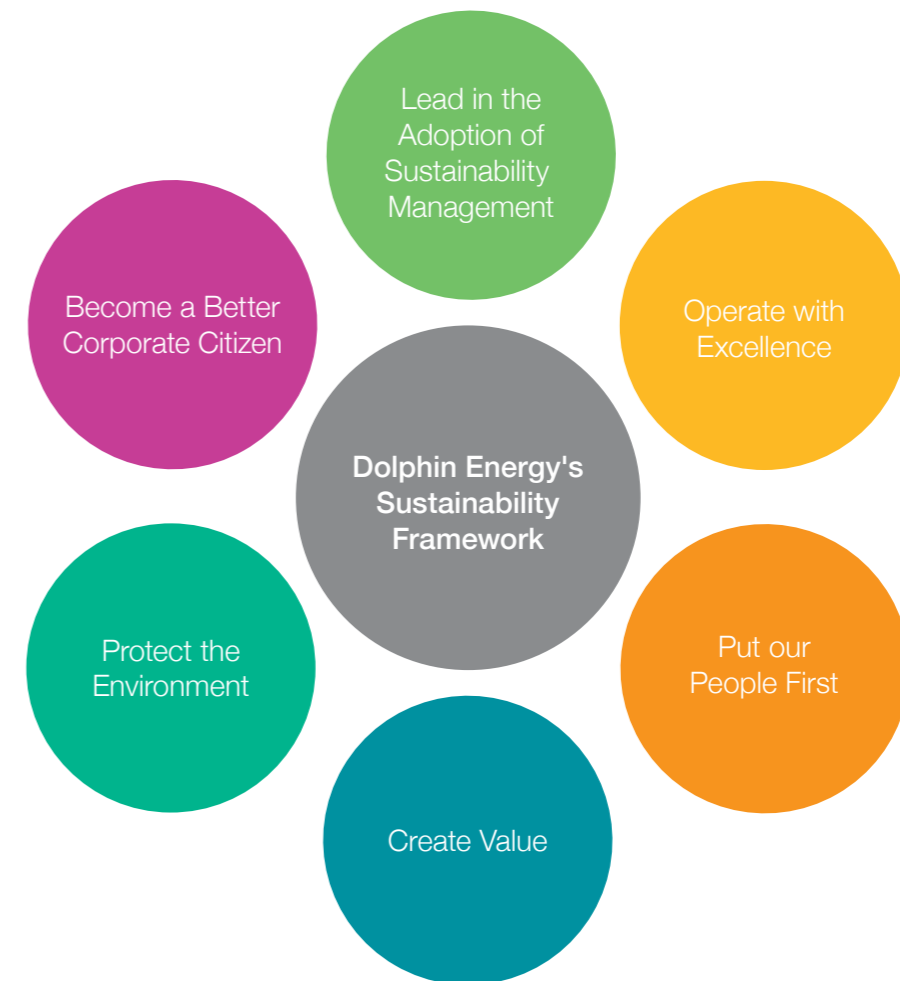
In 2019, we started a thorough review process of our materiality matrix in line with GRI Standards. We redefined the material issues to reflect the latest industry and global developments and conducted an extensive stakeholder survey.

Our materiality matrix captures the 21 issues that were identified as material for our business to manage under the six pillars of our sustainability framework.

## ABOUT THIS PUBLICATION

This is the 11<sup>th</sup> year that Dolphin Energy has reported on its sustainability efforts. This executive summary captures progress we have made towards our sustainability goals. Data in this report covers the calendar year 2019 and was prepared using the GRI Standards, Oil and Gas Sector Disclosures, and the oil and gas industry guidance on voluntary sustainability reporting provided by the global oil and gas industry association for environmental and social issues (IPIECA).

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. We consider this commitment to Health, Safety, the Environment and Security (HSES) to be just as important as our commitment to other key business objectives.

# OUR SUSTAINABILITY PERFORMANCE

IN THIS SECTION, WE PRESENT OUR OBJECTIVES FOR EACH PILLAR OF OUR SUSTAINABILITY FRAMEWORK, OUR ACTIVITIES IN 2019 THAT SUPPORT ACHIEVING THESE OBJECTIVES, AND OUR RESULTING PERFORMANCE.

## LEAD IN THE ADOPTION OF SUSTAINABILITY MANAGEMENT

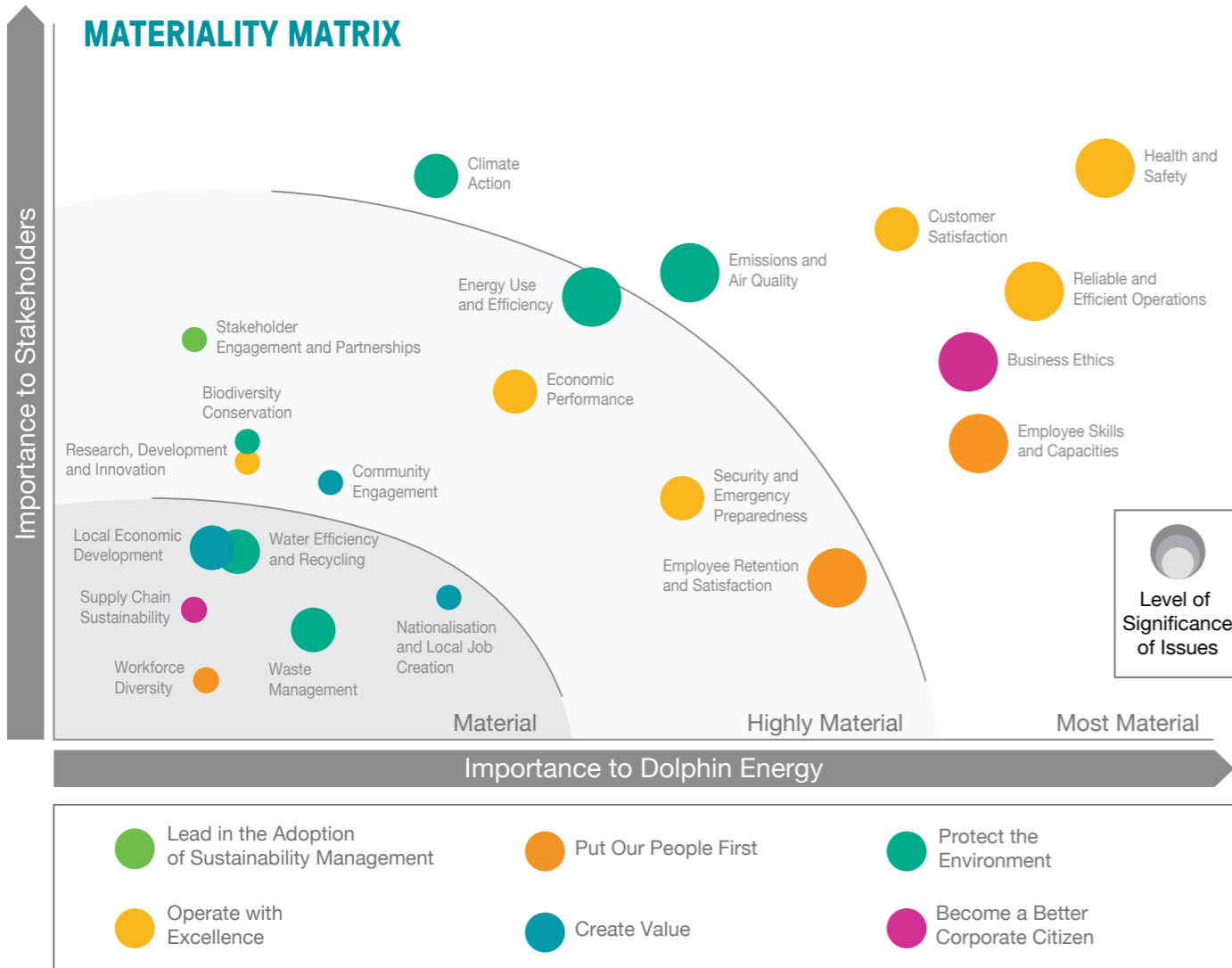
### ALIGNMENT

**SUSTAINABLE DEVELOPMENT GOALS** UN Sustainable Development Goals

**Qatar National Vision 2030**

**UAE Vision 2021**

## MATERIALITY MATRIX



### 2019 PERFORMANCE

- Aligned our activities to national and international sustainable development agendas
- Engaged and collected feedback from more than 400 people across all our stakeholder groups, as part of our materiality update process
- Engaged our employees in our annual Sustainability Week, motivating them to become more active about sustainability

### 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.

### 2019 ACHIEVEMENTS

- Reviewed and updated our **materiality matrix**
- Initiated digitization of the **balanced scorecard** framework



### Awards and Recognitions

- 'Best Sustainability Report' Award from the Abu Dhabi Sustainability Group (ADSG)
- The Annual Qatarization Award in the 'Supporting Qatarization' category at the Energy Sector's 19<sup>th</sup> Annual Qatarization Review Meeting
- Certificate of Recognition from the Abu Dhabi Sustainability Group (ADSG) for our dedication and commitment to promoting sustainability management best practices
- Certificate of Achievement in 'Total's Yellow Belt Lean Methodology' presented to Dolphin Energy employees who participated in training
- Certificate of Appreciation to Dolphin Energy employees who presented at the 'RLIC Environmental Sustainability Initiatives and Achievements Workshop' and at the '16<sup>th</sup> Qatar Gas Engineering Forum' in Qatar

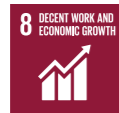


## OPERATE WITH EXCELLENCE

### SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT



SDG 3.9



SDG 8.2  
SDG 8.4  
SDG 8.8



SDG 9.1

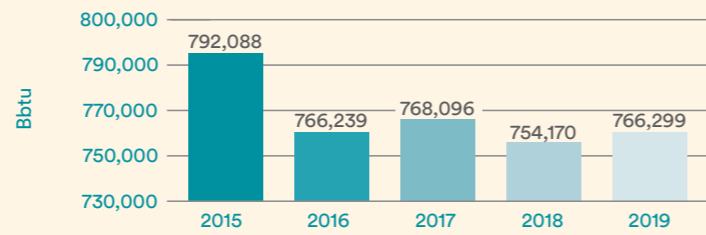
### OUR OBJECTIVE

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.

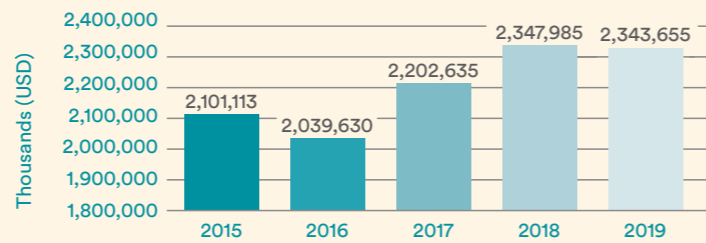
### 2019 ACHIEVEMENTS

- Selected sixteen digital projects as part of **Future Forward**
- Implemented several process improvement projects through **The CORE Project**
- Signed a new agreement with **Emirates Global Aluminium (EGA)**
- Completed the **Reservoir Management Optimization Project (RMOP)**
- Launched the **Advanced Subsea Intervention Support & Technology (ASSIST)** pipeline repair system
- Launched **Dolphin Energy's Excellence Program (DEEP)** for operational excellence and quality
- Launched a **'Knowing Quality'** campaign of training and communications
- Developed a **Customer Transaction Automation System**
- Enhanced our **Business Continuity Management** systems and updated our crisis and emergency management procedure
- Deployed an electronic **Permit to Work (e-PTW)** system downstream
- Completed a **chemical exposure monitoring** study upstream

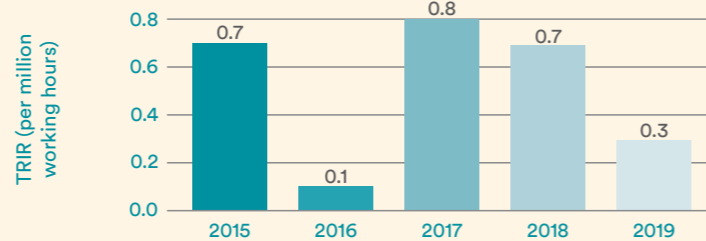
### TOTAL GAS SOLD



### REVENUE (DOWNSTREAM OPERATIONS)



### TRIR OF EMPLOYEES AND CONTRACTORS



### 2019 PERFORMANCE

- Exceeded 8 trillion standard cubic feet of **Development and Production Sharing Agreement (DPSA) gas**
- Achieved 400 million barrels of cumulative condensate production
- Conducted two major emergency exercises, one upstream and one downstream
- Experienced one Tier 1 and one Tier 2 Process Safety Event (PSE)
- Improved our **Total Recordable Incident Rate (TRIR) to 0.3 (from 0.7 in 2018)**

## PUT OUR PEOPLE FIRST

### SUSTAINABLE DEVELOPMENT GOALS 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, with the objective of providing rewarding careers and development opportunities that allow us to attract and retain the right people.

### 2019 ACHIEVEMENTS

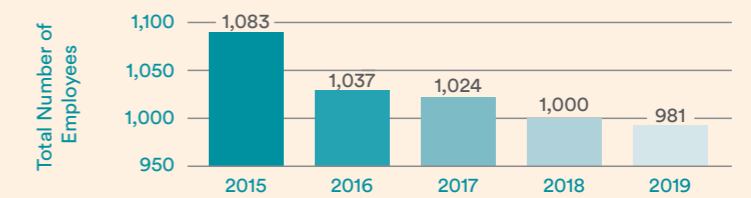
- Aligned the HR allowances and benefits policy upstream with the **Energy & Industry Sector in Qatar**
- Enhanced the **Further Education Policy**
- Completed the **Competency Assurance Management System (CAMS)** assessment of 80 more employees
- Established a **gender balance committee** in the UAE as a pilot to increase the presence of women in operations and technical fields

### 2019 PERFORMANCE

- 6% total employee turnover rate**
- 9% of women held management positions**
- 100% of employees examined via performance reviews**
- Return to work rate for employees taking parental leave was 100%**
- Our employee training expenditure increased, reaching USD 1,770,827**

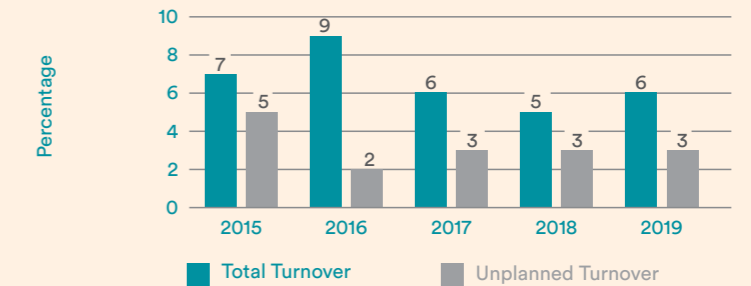


### TOTAL WORKFORCE\*

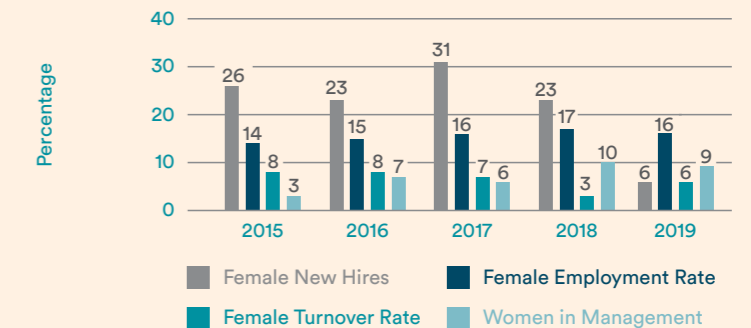


\* Inclusive of employees with a temporary employment contract of short-term (maximum of 6 months)

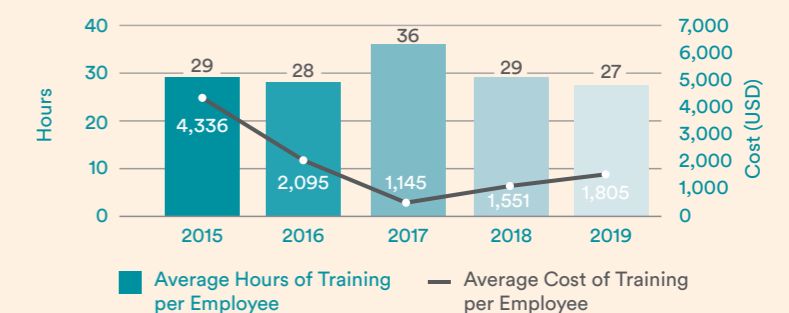
### EMPLOYEE TURNOVER



### FEMALE EMPLOYMENT



### AVERAGE HOURS & COST OF TRAINING PER EMPLOYEE



## CREATE VALUE

### SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT



### OUR OBJECTIVE

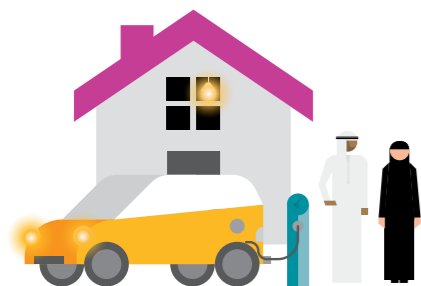
We seek to contribute to the local economic development of the countries in which we operate through recruitment and development of Emiratis and Qataris, community investment, and local procurement. As such, we create lasting value for our communities and strive to improve the lives of generations to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

### 2019 ACHIEVEMENTS

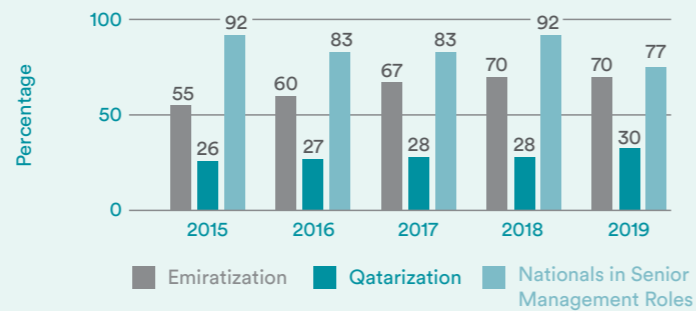
- Met our **Emiratization** target of 70%
- Met our **Qatarization** target of 30%
- Continued our commitment to **provide sponsorships** in the areas of education, culture and community development. **Education** constituted the biggest proportion (36%) of our community investments

### 2019 PERFORMANCE

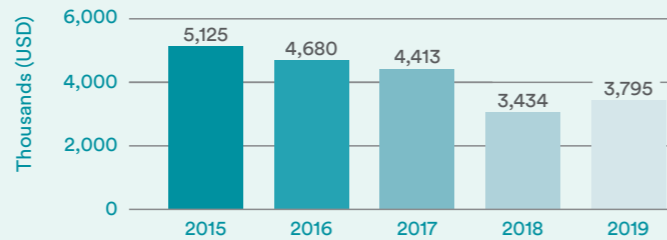
- Increased **community investments** by 11% compared to 2018
- Provided **45 internships** for young Nationals, 25% more than in 2018
- 77% of total Senior Management** positions were held by Nationals
- 85% of our procurement spending** went to local suppliers



### NATIONALIZATION



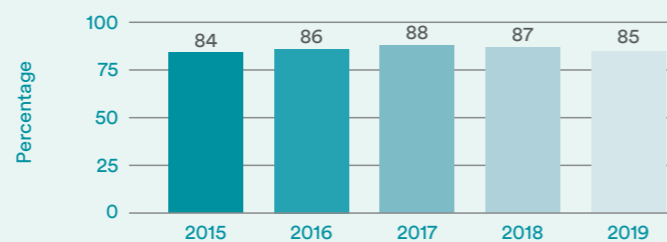
### TOTAL COMMUNITY CONTRIBUTIONS



### PERCENTAGE OF COMMUNITY INVESTMENT BY FOCUS AREA



### PROCUREMENT SPENDING ON LOCAL SUPPLIERS



## PROTECT THE ENVIRONMENT

### SUSTAINABLE DEVELOPMENT GOALS 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.

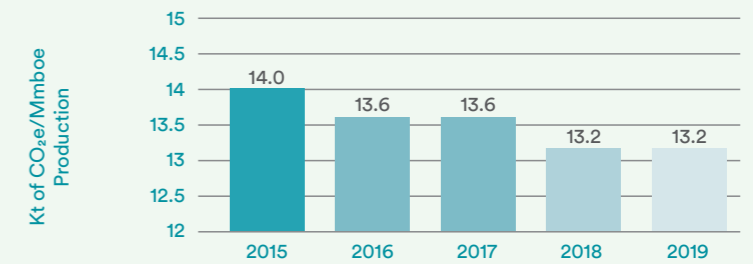
### 2019 ACHIEVEMENTS

- Implemented initiatives to improve the **energy efficiency** of systems and equipment
- Replaced some conventional lighting at our onshore plant with **energy efficient LED lights**
- Completed the pilot project for **occupancy sensors** in our buildings
- Initiated a project to refurbish and upgrade the existing **solar power system** on the gas network
- Continued our sponsorship of the **Gulf Green Turtle** project and **Al Wathba Wetlands Reserve** project

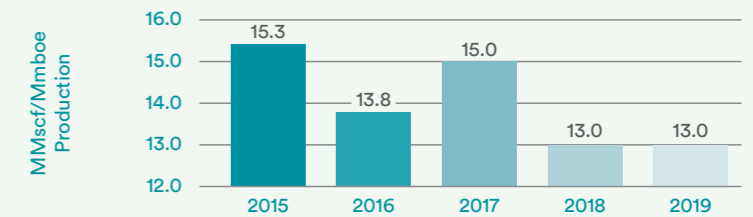
### 2019 PERFORMANCE

- Increased **environmental expenditure** by 9% reaching USD 11.2 million
- Maintained stable **GHG emissions and GHG intensity**, while further developing emission reduction actions
- Registered a significant decline in **vented gas**, while **flaring** remained stable
- Reduced **NO<sub>x</sub>** and **SO<sub>2</sub>** emissions by 7% and 24%, respectively
- Improved **water consumption intensity** by 4.5%
- Reduced **total hazardous waste** by 26%
- Increased the volume and percentage of **total waste recycled** to 51%

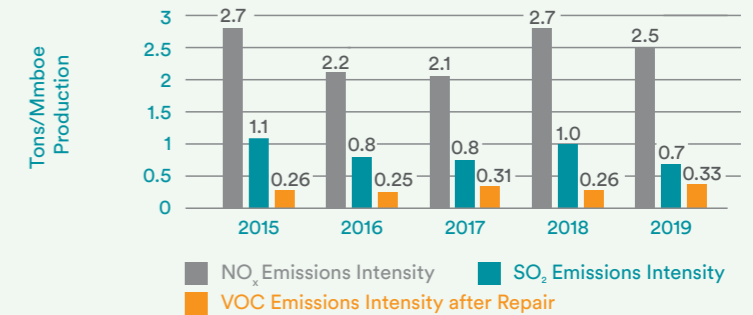
### GHG EMISSIONS INTENSITY



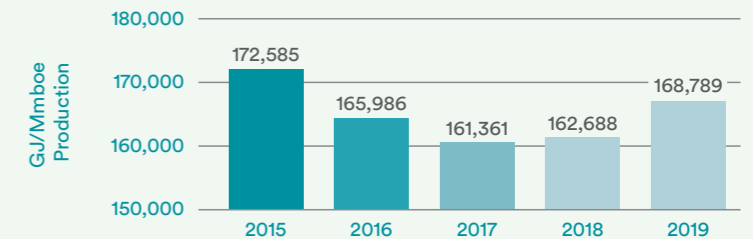
### FLARING INTENSITY



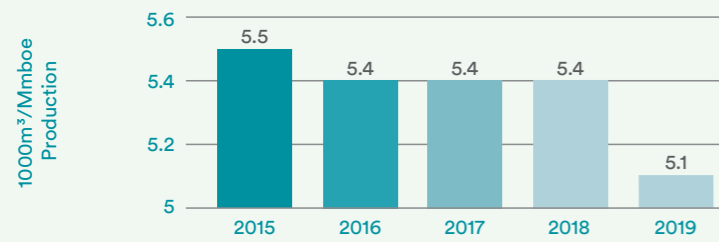
### AIR EMISSIONS INTENSITY



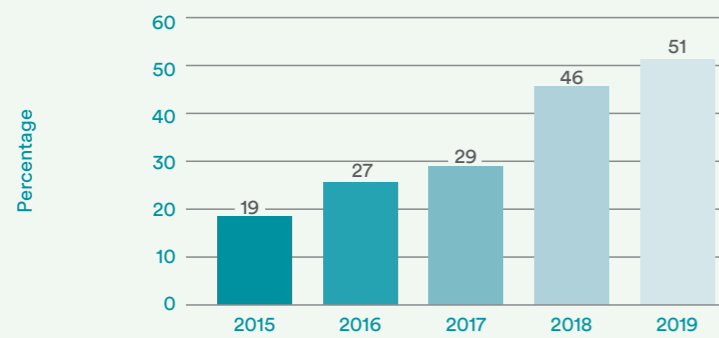
### ENERGY INTENSITY



### WATER CONSUMPTION INTENSITY



### PERCENTAGE OF WASTE RECYCLED



## BECOME A BETTER CORPORATE CITIZEN

### SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

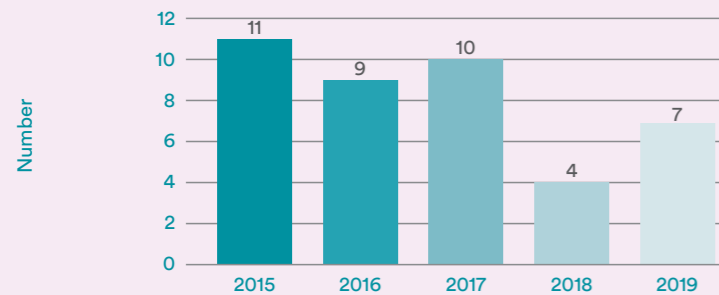


SDG 12.7



SDG 16.5

### TOTAL HSES AUDITS FOR CONTRACTORS



### 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.

### 2019 ACHIEVEMENTS

- Conducted 18 **Code of Business Conduct (CBC)** training sessions
- 18 audits covering technical and support services were conducted by **Internal Audit**
- Held the annual **HSES Contractors' Forum**

### 2019 PERFORMANCE

- Analyzed 100% of business units for **corruption**
- Registered **zero reports of concern or violations of the Code of Conduct during the year**
- Registered **zero incidents of non-compliance with laws and regulations**
- Completed **seven Safety Quality Management Audits (SQM) of contractors**

### Cautionary Statement

Dolphin Energy's 2019 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:

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