

proud members of a strong nation

Empowering Local Talent



Positive Energy



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Introduction to Dolphin Energy

The Dolphin Project is a unique energy initiative with regular supplies of natural gas being delivered from Qatar to customers throughout the UAE and Oman.

It is a strategic project that brings together the three countries in the only international gas network in the region, and has become one of the largest energy-related projects ever undertaken in the Middle East.

After nine years of visionary planning, drilling, construction and engineering, this unique venture had finally come to fruition. Today, Dolphin is delivering 2 billion standard cubic feet of natural gas every single day, providing a source of clean, new energy for the Southern Gulf.

Dolphin Energy's gas production in Qatar and subsequent transmission to the UAE and Oman demonstrates the enduring support of the Governments of the UAE, Qatar and Oman. Each has been the essential factor in enabling the national and international stakeholders in Dolphin Energy to assemble the skills, technologies and multidisciplinary implementation teams essential to the success of the project.

Above all, Dolphin Energy's gas from Qatar will continue to support development, utilities and industries throughout the region for the next 25 years – creating wealth, growth and employment opportunities for GCC citizens for decades to come.



“It is a strategic project that brings together the three countries in the only international gas network in the region, and has become one of the largest energy-related projects ever undertaken in the Middle East.”



“Sustaining success in the future requires a comprehensive commitment to attracting and retaining the best people in the sector. Integral to this is the implementation of a proactive strategy for nationalization.”

A message from our CEO

Welcome to this nationalization brochure from Dolphin Energy. I hope that as you read through the pages, you will begin to build a picture of the efforts undertaken to ensure we are an employer of choice.

We have invested considerable time and resources to build relationships with important stakeholders, to develop and put in place policies and programs in line with international best practice and formalize a strong approach in the development of human capital.

Throughout the development of the Dolphin Gas Project, we have been able to chart our success by meeting all of our construction milestones and by overcoming the challenges associated with creating one of the largest energy related projects ever undertaken in the Middle East.

Our profile and reputation means that we are a popular target and today we boast some of the brightest and best talent in the energy sector.

Sustaining success in the future requires a comprehensive commitment to attracting and retaining the best people in the sector. Integral to this is the implementation of a proactive strategy for nationalization.

We are already making significant inroads in the recruitment of Qataris and Emiratis and are on track to meet nationalization targets set by the governments of the UAE and Qatar.

Your recruitment and development will ensure that Dolphin meets these targets, helps support the mandates set out by the Abu Dhabi Vision 2030 and the Qatar National Vision 2030 and plays a pivotal role in the success of each country.

Your future is Dolphin's future and we hope to hear from you soon.

Sincerely

Ahmed Ali Al Sayegh



Our commitment to you



Ibrahim Ahmed Al Ansaari

General Manager
Dolphin Energy, UAE



Adel Ahmed Albuainain

General Manager
Dolphin Energy, Qatar

Since Dolphin Energy’s inception in 2002, the company has undertaken a commitment to pursue the recruitment and retention of UAE and Qatari Nationals. As such we have developed a dedicated vision and mission to support our goals. They are:

Vision

To be the company of choice in the UAE and the State of Qatar and the top employer for UAE and Qatari Nationals across the region.

Mission

To recruit, motivate and retain the best National talent into the energy sector; support their career progression and development activities that help them to be productive, efficient and reliable.

You are integral to our long term success and we are keen to entrust it is placed in the hands of the brightest talent in both countries.

The governments of the UAE and Qatar have presented us with a challenge to ensure a 50% National workforce by 2012. In order to achieve this, we have been working hard to build our relationships with the top educational institutions in both countries, strengthen alliances with important governmental entities and attend important events that encourage Nationals into the workplace.

In addition, we have been working hard with our shareholders to develop new opportunities for our Emirati and Qatari employees to develop meaningful skills and careers.

We will pursue this strategy so that as we continue for the next quarter of a century and beyond, we are helping support the UAE’s and Qatar’s future needs, as well as yours.

Sincerely

Ibrahim Ahmed Al Ansaari
General Manager
Dolphin Energy, UAE

Adel Ahmed Albuainain
General Manager
Dolphin Energy, Qatar

Our approach to recruitment

A proactive nationalization strategy is a key operational imperative for companies operating in both the UAE and Qatar. Across every sector, companies are working hard to ensure that a percentage of their workforce comprises National employees.

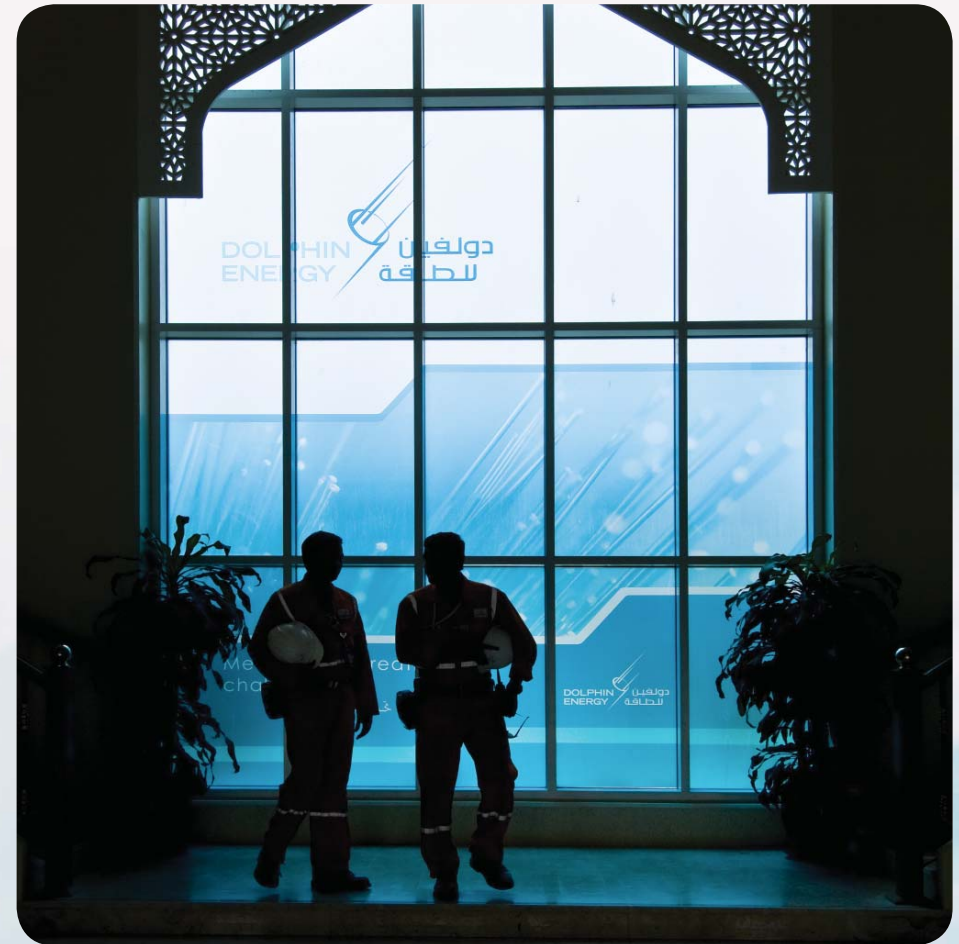
Dolphin takes its responsibilities to meet these targets very seriously. As such, the company has developed nationalization strategies and established specialist nationalization teams in both the UAE and Qatar to ensure the future success of the business. This is being done by targeting the most exceptional National talent in both countries.

These teams will oversee the implementation of a program that will strengthen Dolphin's commitment to employing the best and brightest Emiratis and Qataris.

At the heart of this strategy is the belief that every National is entitled to experience a culture of growth and development, professional success and performance excellence.

As an Emirati or a Qatari National, we would like to talk to you about a career with Dolphin Energy. There are many opportunities open for career progression, particularly if you hold a Major degree in the following: Chemical Engineering, Mechanical Engineering, Electrical Engineering, Civil Engineering, Industrial Engineering, Computer Engineering, Petroleum Engineering, Business Administration, Accounting and Finance, Information Technology, Chemistry, Legal Studies and Logistics.

We are also keen to talk to Qataris who hold diplomas and/or have already gained experience in the industry renowned Technical Preparation Program (TPP) or Clerical Preparation Program (CPP).



“A program that will strengthen Dolphin’s commitment to employing the best and brightest Emiratis and Qataris.”



Attracting today's talent for tomorrow

Central to Dolphin's long term recruitment strategy is the need to communicate to the crop of young Emiratis and Qataris who have yet to embark on a career. Over the years, Dolphin has developed relationships with educational institutions and supported important initiatives that help young Nationals prepare for careers. These include:

Career Fairs

Dolphin Energy actively participates in career fairs in both the UAE and Qatar and uses these events as a platform to provide prospective employees the opportunity to learn about Dolphin Energy and the policies and programs in place that support career progression.

Building Alliances With Educational Institutions

One of the ways Dolphin Energy profiles itself among potential recruits is in the way the company builds alliances with local educational institutions. In both the UAE and Qatar, Dolphin Energy works closely with the institutions to raise awareness of the sector in the hope that young Nationals consider Dolphin's support in career growth, development and progression.

UAE Higher Colleges of Technology

Dolphin is working with the UAE HCT to fast track a selection of students for the company's technical program. Each student will combine work experience while working towards a Higher Diploma and a Bachelor's degree to complement their practical training. The program also includes month long summer placements at Dolphin Energy, in addition to two, six month placement programs that combine practical experience with a positive learning environment.

College of the North Atlantic – Qatar (CONA-Q)

The internationally accredited programs from CONA-Q offer a wide range of vocational programs relevant to Dolphin's needs, such as Engineering and IT.

Texas A&M and Carnegie Mellon

Dolphin Energy Qatar is forging similar relationships with educational institutions in the country including Texas A&M University and Carnegie Mellon.

The Tawteen Initiative

Dolphin is also a keen supporter of the Tawteen Initiative which was set up in 2007 by the Emirates Foundation and prepares young Emirati men and women for careers in the private sector. As sponsor of the Maa'bar Al Najaah or 'Bridge to Success' program, Dolphin supported the recruitment of Emiratis into the energy sector by developing a program that focused on the soft skills required for the industry. Following this, Dolphin was asked to provide technical support on a career mentoring program that helped advise students on career choices.

Intern Program

Dolphin Energy works with educational institutions to run internship programs for young graduates. Interns spend up to two months in full time placement, benefiting from on the job training and applying theory into practical experiences every single day. Of paramount importance is the development of soft skills required for delivering to a high standard on a day-to-day basis.

High School Students Summer Training

Qatari Nationals can join Dolphin for one month in the summer to have their first taste of the working world. This is a key method of generating interest in the company and the energy sector.



“Interns spend up to two months in full time placement benefiting from on the job training and applying theory into practical experiences every single day.”

Training and development



Dolphin Energy is implementing a number of training programs that focus on development, career progression and retention. These include:

Associate Development Program

Open to fresh graduates, the Associate Development Program provides new Emirati and Qatari employees with opportunities to develop soft skills and enhance competencies required for career progression. Dolphin provides on the job training and blends it with training courses, self study and self assessment. In addition, a mentor, coach and assessor are provided to support all participants.

Technical Preparation Program

Designed specifically for High School graduates, the Technical Preparation Program offers young Qataris the opportunity to develop competency based skills required for technician and operator roles.

Cross Posting Opportunities

In addition, Dolphin works closely with its shareholders Occidental Petroleum Company, Total and Mubadala Development Company to provide important on the job training opportunities for its National employees.

LEAD Program

Dolphin Energy also uses its corporate connections to provide opportunities for the company's Emirati employees to partake in Aldar Properties LEAD Program. This is a tailored product which has been developed with the University of Cambridge, UK.

“The Associate Development Program provides new Dolphin employees with opportunities to develop soft skills and enhance competencies.”

Study Leave and Scholarships

Dolphin also provides opportunities for study leave so that National employees can focus on graduate or postgraduate qualifications.

Dolphin also has scholarship opportunities on offer to Emirati and Qatari employees. As one of Dolphin Energy's shareholders, Total has made spaces available for employees to attend its annual Master's Program in France. All employees must fill certain criteria before they are eligible for a scholarship.

Another unique offering is Dolphin Energy's own sponsorship program which is open to High School graduates who are employed by Dolphin with a view to sponsoring their higher education and eventual placement in the company. This is a two to three year program and runs in conjunction with the UAE Higher Colleges of Technology.

A similar scheme operates in Qatar, where High School leavers who have finished their on the job training for Operator or Technician positions can take a three year Technologist Diploma at the College of the North Atlantic – Qatar. This can lead to senior staff positions in Dolphin's Operations Division.

Successful High School students in Qatar can also attend undergraduate programs in selected disciplines at one of the many local university campuses such as Texas A&M or Carnegie Mellon universities.

Succession Planning

Critical to the long term development of our National employees is the provision for succession planning. It is vital that our employees are posted in the right position back in to the company, once they have received extensive training or received further education. It is important that their efforts and hard work are recognized in this manner.

“It is important that the national employees’ efforts and hard work are recognized.”





Our People

Emiratis



Ali Al Mansoori

IT Operations Manager
Information Technology and
Automation Department, Abu Dhabi



**“A chance to work
with highly skilled
professionals.”**

I joined Dolphin Energy as a Plant Systems Engineer Associate in 2005. As an Associate, I was given a development plan which guided me through the first two years and taught me important skills required to do my job.

In early 2011, I was promoted to IT Operations Manager, UAE. I now manage day-to-day IT operations related to systems and network. I am responsible for maximizing the quality of IT services and support delivered to our business users. I also manage Dolphin Energy's IT outsourcing contract and the overall relationship with Injazat Data Systems.

When I joined Dolphin, I learned to appreciate the importance of working with highly skilled professionals. I was

encouraged to develop and learn and I have benefited from this professional environment.

My Career Development Plan has allowed me to attend more than 15 courses in the UAE and abroad, such as Qatar, USA and Norway. All those courses were closely related to my job and boosted my skills. In 2008, I was selected for the Total Scholarship Program to pursue a Masters in IT, specializing in system integration and project management. I started in October 2008 and completed my studies in February 2010.

My advice to Emiratis who join Dolphin Energy would be to ask lots of questions, understand people's expectations and how you should meet them. Always ask for feedback – both positive and negative.



Husa Ahmed

Corporate Treasurer
Finance Division, Abu Dhabi



“Succession plans provide confidence and the courage to develop.”

I have been at Dolphin Energy for the past three years and in that short time I have used the opportunities given to me to develop my knowledge and skills.

I was able to complete my Finance Masters while performing my day-to-day responsibilities and attended the Executive Leadership Program which was professionally and personally fulfilling.

My current position is that of Corporate Treasurer and I have benefited from working on many projects. I have been able to put my experience to great use

and was assigned by Dolphin to act as a coach to young Emiratis attending the Tawteen program. This allowed me to support and advise them on their career paths and goals.

There are many opportunities for Emiratis at Dolphin. A succession plan provides a clear picture for their future as well as the confidence and courage to do their best. I would advise new Emirati employees to work hard and learn as much as they can from the experience.



Walid Bamazahem

Head of Planning
UAE Operations Division, Abu Dhabi



“Dolphin is a matter of national pride.”

I joined Dolphin Energy in 2003 and currently work as Head of Planning with the Maintenance and Planning Department, which is part of the UAE Operations Division.

The Career Development Plan I received has allowed me to take important steps in my career and in 2007 I was granted a scholarship to join the Total MBA program in France.

Dolphin has played a vital role in my career by helping me to develop the skills required to hold key positions and handle the challenges and pressures that are part of my day-to-day work.

When I started at Dolphin the main challenge I faced was learning how to work with a multinational team. However, the high levels of teamwork and team spirit meant that I overcame this easily.

I feel that I represent both the country and culture of my birth when working for Dolphin. It is a matter of national pride and I get an enormous amount of personal satisfaction. My advice to new Emiratis joining Dolphin is to look at ways to benefit from the different kinds of expertise there are.



Ibrahim Al Suwaidi

Project Manager
UAE Projects Division, Taweelah



“Work hard for the best rewards.”

I started as a Process Engineer and now hold the position of Project Manager within the UAE Projects Division. I have been working at Dolphin Energy since 2002 and feel that Dolphin has helped me develop by allowing me to complete my postgraduate studies and through exposing me to a multicultural, professional and caring environment.

As Project Manager, my current responsibilities involve verifying and approving engineering documents and

drawings related to the Taweelah – Fujairah Pipeline project, assisting the construction team to resolve any engineering related issues if any, and ensuring the main contractor performs their tasks to Dolphin’s exacting standards.

My advice to new Emiratis joining Dolphin Energy is to get acquainted with how Dolphin operates, work hard and build relationships with people across the organization. Also, I would advise them to be professional and punctual at all times.



Dua'a Al Hasni

Human Resources Officer
HR&A Division, Abu Dhabi



**“Step by step
I’m following
my dream.”**

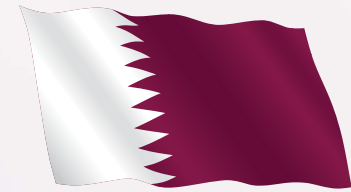
In the seven years I have been working at Dolphin Energy, I have seen my personal and professional goals change.

I started as an Administration Assistant in the General Services Department but got an opportunity to move to the Human Resources Department. That was where my passion was and I started as a Recruitment Co-ordinator. I was promoted to Human Resources Officer recently and I have used the change in my professional career to help me in my day-to-day work.

Working in different jobs and across departments has strengthened my character and given me the opportunity to learn new skills, broaden my understanding and learn how to adapt to different environments.

My advice to new Emirati employees is to be patient and always recognize that there is room for improvement. Last, they should follow their dreams. From my experience, I can say that Dolphin helped me to pursue mine.





Our People

Qataris

Sultan Al Humaidi

Safety Engineer
HSE&S Division, Ras Laffan



“My challenge is to reach a high position.”

I joined Dolphin Energy as a Production Engineer in Production Support and then got an opportunity to move to the Production Operation Department which is an integral part of the Operations Division.

After three years work with Production, I moved to the HSE Division to start another challenge as a Safety Engineer. My responsibilities now are to conduct all work activities in a safe and environmentally responsible manner and to work closely with the Dolphin Projects team to ensure that the Operations Division safety requirements are understood.

The biggest challenge I faced upon joining Dolphin Energy was when we conducted the first planned shutdown of the plant to carry out important maintenance activities. We worked extremely hard to carry out the scheduled program on time so that we could ensure we achieved our contracted production target. As I continue to learn, I am eager to improve my knowledge and skills required for my role.

My advice to new employees is to strive to ensure you are a team player. Teamwork and a positive working environment are vital. Also, be sure to take on tough challenges. Dolphin ensures that it looks after the rest.





Khalifa Al Mansouri

Operation Cost Control Analyst
Operations Cost Control, Ras Laffan



“New opportunities for long term success.”



As an Operation Cost Control Analyst, I am responsible for cost control, budget formulation and the scrutiny of monthly expenses. I have just started my career at Dolphin Energy and I am focusing on getting as much experience as possible.

Having recently joined the company, I am looking forward to attending the training and development programs that are on offer for employees in my position. I recognize that in order for me to progress, I know that I will need to develop and improve my skills and blend these with the benefits of working with a multi-talented, multinational, experienced team.

My advice to new Qatari employees who joined Dolphin recently is to seek advice from their colleagues and be prepared to learn from their experience.



Jassim Al Jasmi

Plant Availability Manager
Qatar Operations Division, Ras Laffan



**“Local heart,
global mind.”**



I am the Plant Availability Manager in the Technical Division at Dolphin Energy Qatar. Since I joined in 2002, Dolphin has provided training and development support over the last nine years of my career.

Dolphin is unique and as one of the largest ever energy ventures this region has ever seen, I am very proud to work here. Nationals have a great chance to progress their careers at this company and the fact that Dolphin enjoys the support of its international shareholders means that there are plenty of opportunities to learn and gain experience.

As a National employee I am encouraged to take on challenging roles and tasks. It's great to know that in doing so, we are guided and supported all the way.

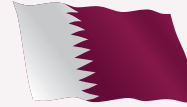
Helping with the transformation of our plant from concept to a fully operational asset has been one of the biggest challenges to date. The exceptional levels of teamwork helped to achieve our goals and we have created industry benchmarks in the process.

My advice to new Qatari employees who have joined Dolphin Energy is to be intuitive, creative and unique in order to stand out. Don't be frightened of taking the tough route. You'll be supported if you do.



Deena Al Abdulla

Environment Specialist
HSE&S Division, Doha



**“We are working
towards one goal.”**



From the first day at Dolphin Energy I realized that I had made a good decision and that I was in a unique and progressive environment. I joined in 2008 as an Environment Specialist and have been encouraged from day one to use my experience and knowledge, in turn making me feel that I am of importance, and valued by my superiors.

At Dolphin you are constantly challenged, and inspired by others to use your initiative and work as a team. No matter which department you are in, we are all working towards one goal.

Dolphin Energy nurtures and trains its employees by constantly providing ongoing professional development and training. I regularly attend training to

help me stay informed. I make sure that I share the information with others to help spread knowledge and understanding.

I feel proud to be part of a regional organization that promotes and sustains its employees, that creates training programs and that develops and creates critical thinkers, leaders and pioneers in our industry. I feel privileged to work in an organization that is dedicated and responsible to its stakeholders and the community at large.

I love working at Dolphin Energy and I look forward to growing with them. My advice to new employees is to do all you can to learn as much as possible. This positive outlook will move you ahead.



Fatima Ashkanani

Scholarship Trainee, Doha



“Supported from the start.”

Having finished my high school studies I made the decision to pursue a career in the energy sector and the only challenge at the time was discovering which organization would best suit my ambitions. After extensive research, I decided that Dolphin Energy was the best option.

Meeting my new colleagues confirmed my decision and I knew that I was in the right environment to pursue my career in the fields of finance and management.

I joined Dolphin in June 2009 and am currently studying Business and Economics at Qatar University so that I can take a position in the company's Finance Department once I graduate. Because of the level of support and encouragement I have already received,


I am confident that I will succeed and progress to meet my ambitions.

Working at Dolphin Energy will expose me to local, regional and international standards which will benefit my development. This will complement the opportunities to take on the job training programs so that I can learn and take challenging assignments in a supportive environment.

I feel proud to be part of a reputable organization whose vision is to be a leading and reliable supplier of clean energy.

My advice to new Qatari employees is simple. Work hard and plan ahead. Think about your long term ambitions and go for it.





**all it
takes is
positive
energy.**