

# Dolphininsight

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Issue 31



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# WELCOME TO THE NEW AND REVAMPED DOLPHINSIGHT!

Whether you are an employee, shareholder, customer, or a member of the public, we hope you find *Dolphinsight* interesting, motivating and fun to read.

There are a number of new elements to the newsletter, which includes Captured, a new supplement where we focus on a key company development or industry issue. In this edition, we look at the threat to cyber security and what Dolphin Energy has done to mitigate the risk.

This issue of *Dolphinsight* also sheds light on our new organizational structure, key business updates, and our involvement within the communities we operate.

Enjoy the read!

## CORPORATE COMMUNICATIONS

### COVER STORY

# DOLPHIN ENERGY 2020 – NEW MANAGEMENT STRUCTURE UNVEILED



In February, the company unveiled details of the new senior management structure as part of the Dolphin Energy 2020 Program. Highlights from the new structure include the following:

**Mr. Ahmed Ali Al Sayegh** has taken a new role of Managing Director, focusing on the direction of Dolphin Energy and its long term goals. Mr. Al Sayegh will also manage the relationship with Dolphin Energy's high level stakeholders and liaise with the board members and board committees.

UAE General Manager, **Mr. Ibrahim Al Ansaari** has assumed the position of Chief Executive Officer, responsible for day to day operations of the company in both the UAE and Qatar and the company's workforce.

Qatar General Manager, **Mr. Adel Albuainain**, has taken on a new General Manager position covering both the UAE and Qatar and overseeing strategic accountability for operations and financial performance.

Our VP QOPs, **Mr. Hassan Al Emadi**, has been appointed Chief Operating Officer responsible for the company's upstream, downstream and operational requirements.

In addition, the next layer of management was revealed – a team of Directors, reporting to the COO and Senior Vice Presidents.

Together, these teams will drive Dolphin Energy 2020, assisting in the transformation of the company and working closely with the Transformation Office over the next 18 months.

The team and the Office will undertake a number of important tasks including redesigning business interfaces, updating job evaluations and job descriptions and designing systems updates where applicable.

Dolphin Energy 2020 is driven by the need to ensure a sustainable future for the company, by utilizing best-in-class practices and driving long lasting superior performance and making Dolphin Energy an attractive place for our people to work.

*This year's CEO Annual Staff Meeting in Qatar and the UAE took place in February this year and presented an opportunity for the company's new CEO, Ibrahim Al Ansaari, to address employees.*

## ANNUAL CEO MEETING

In his welcome note Mr. Al Ansaari said, "It is with a great sense of personal pride and honor to serve Dolphin Energy in the capacity of Chief Executive Officer.

I would like to take the opportunity to thank Mr. Ahmed Al Sayegh for his fantastic leadership during his tenure as CEO and congratulate him for his new role as Managing Director.

The positive profile and reputation of the company is testament to his guidance and direction and I am fully committed to take the company forward and draw from your support in the weeks and months ahead."

The CEO then took employees through the latest developments in the Dolphin Energy 2020 Program and was

joined by the company's GM, Mr. Adel Albuainain in outlining the plan for the next 18 months.

The meeting also provided the opportunity to honor the company's five and ten year service award winners, each of whom has demonstrated strong levels of commitment, dedication and service to the company.

In all, 157 employees received 5 year service awards in Qatar and the UAE while 16 employees received 10 year service awards.

In the UAE a number of employees were also recognized for their outstanding contributions to the company.



*Our CEO, Ibrahim Al Ansaari, addresses employees*



*Dolphin Energy's senior management team is pictured with the Tie-In execution team*

# **MOST CHALLENGING ANNUAL SHUTDOWN EVER COMPLETED AHEAD OF SCHEDULE**

In February 2014 teams from the company's Upstream and Downstream divisions completed one of the most complicated and challenging shutdown programs undertaken since operations began.

Slated to run from February 1-28th, the routine maintenance shutdown finished and ramp up started two days early, helping our Marketing & Commercial team manage customer expectations because disruption to gas flow was minimized.

The most challenging aspect of the shutdown was the tie in of the three new export gas compressors, joining the six existing compressors that are already in operation.

According to studies conducted during the FEED stage in 2011, the only way to perform the tie-in on the existing EGC suction header was to arrange a total shutdown until the work was completed. This would have resulted in suspending gas supply to customers in the UAE and Oman for one whole week.

*(Continued on Page 5)*

A tie-in committee consisting of Projects, Upstream Operations, HSE&S, Technical Services, together with support from the company's shareholders and contractor L&T was formed and carried out further studies. The committee concluded they could reduce the shutdown from one week to two partial days.

Furthermore, the export pipeline was fully packed to capacity to ensure there would be no disruption to customers, while ADNOC/Gasco provided support by adding volumes to the gas network. In addition, the high levels of cooperation, flexibility and understanding displayed by ADWEC, DUSUP and Oman Oil Company helped to achieve the target that no liquid fuel would be burned in Abu Dhabi during the tie-in.

During the shutdown, and in a show of moral support, our senior management visited the site during tie-in execution. This helped boost morale among the execution team and demonstrated high levels of unity.

In an email sent to all Dolphin Energy staff to mark the completion of the shutdown, our CEO, Ibrahim Al Ansaari, said: "I sincerely congratulate the upstream and downstream teams, Technical, HSE and PMT staff and management as well as contractor staff and management for an excellent, very well coordinated, and safely managed shutdown and EGC tie-in works.

**“ THANKS TO ALL FOR YOUR SUCCESSFUL TEAMWORK. ”**

I would also like to congratulate our Marketing team for excellent management of the customers' expectations. Thanks to all for your successful teamwork. I am really proud of each one of you and proud to be associated with determined and committed employees who displayed high levels of Positive Energy."

During the 2014 routine maintenance shutdown, Projects took the opportunity to perform a total of 13 tie-ins to ensure the new three EGCs can be commissioned without any further shutdowns.



*Removal of the 48" spool from the compressor suction header, prior to replacement with the new spool*

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## *EGC Upgrade Project Achieves 2 million man hours without an LTI*

In February 2014, the EGCFU Project completed 2 million man-hours without a lost time incident (LTI). This achievement is testament to everyone involved and their continued dedication and commitment to working safely.

It also represents Dolphin Energy's awareness and commitment to Health, Safety and Environment, reaffirming the company's commitment to ensuring compliance to regulations and providing a safe environment for its employees and contractors at all times.

Adel Albuainain, Dolphin Energy's General Manager, said: "I am very proud of the team, and would like to take this opportunity to express my gratitude and congratulate them. Also, the support received from the L&T Project Team in reaching this milestone has been excellent."

*In November 2013, Dolphin Energy signed a Memorandum of Understanding (MOU) with Nord Stream AG, to provide opportunities for both parties to exchange operational and maintenance knowledge, insights and expertise regarding their high pressure gas networks and subsea pipeline systems.*

## **DOLPHIN ENERGY AND NORD STREAM SIGN MOU**

The agreement will also look at how both parties can lend support to each other's Emergency Pipeline Repair System (EPRS). The MOU is important because of the similarities that exist between Dolphin Energy and Nord Stream; technical - both are the only companies in the world that operate a 48 inch high pressure subsea gas pipeline; geographical - both projects have been defined by the way each has crossed borders; critical - both play a very important role in their contribution to energy security in their respective locations.

Commenting on the partnership, our CEO Ibrahim Al Ansaari said: "We are delighted to sign this agreement because it will enhance our ability to respond to an emergency on our pipeline, in the event one takes place. Nord Stream covers

almost four times the distance as the Dolphin Gas Project and demonstrates the high levels of technical knowhow and expertise that would be of benefit to us. We have a track record of working with best in class entities and Nord Stream exemplifies that. We welcome them as our partners."

Nord Stream Director, Ruurd Hoekstra added: "Nord Stream and Dolphin Energy are looking to exchange experiences on gas transportation, automation, inspection works and pipeline integrity aspects. We both aim to ensure quick, efficient and reliable access to the best solutions suited to handle 48-inch offshore pipelines. With the similarities we share, this partnership is a natural fit."



*Our CEO, Ibrahim Al Ansaari exchanges contracts with Nord Stream Director, Ruurd Hoekstra*

# DOLPHIN ENERGY SIGNS LONG TERM AGREEMENT WITH GASAL

In January 2014, Dolphin Energy signed a long term agreement with GASAL Q.S.C. to provide quantities of Nitrogen (N<sub>2</sub>).

The agreement will run for fifteen years, effective twenty four months after signing the contract. It will help enhance operational safety and reliability by ensuring the smooth flow of the gas required and minimizing the risk of disruptions in the future.



*Our GM, Adel Albuainain, exchanges contracts with Gasal's CEO Manuel*

A signing ceremony took place at Dolphin Energy Tower and was attended by our GM, Adel Albuainain and GASAL's CEO, Manuel Binoist as well as representatives from both parties.

Commenting on the agreement, Mr. Albuainain said: "We are delighted to sign this agreement as it marks another significant milestone in the history of Dolphin Energy. We have a track record of working with best in class entities and welcome GASAL to the list of elite partners."

Mr. Binoist added: "GASAL is proud to have been selected by Dolphin Energy for the supply of its nitrogen requirements in Ras Laffan. This long term supply agreement, using GASAL's extended pipeline network, provides both parties with an opportunity to reinforce their respective industrial footprint and develop operational synergies. It is also a demonstration of GASAL's commitment and efforts to promote energy efficiency and support the development of the Qatari industry."

**“ WE ARE DELIGHTED TO SIGN THIS AGREEMENT AS IT MARKS ANOTHER SIGNIFICANT MILESTONE IN THE HISTORY OF DOLPHIN ENERGY. ”**



*As part of its commitment to education, Dolphin Energy sponsored the 7th International Petroleum Technology Conference - Young Members Activities which took place on 19th January 2014 at Qatar National Convention Center, Qatar.*

## **DOLPHIN ENERGY SPONSORS 7TH IPTC – YOUNG MEMBERS ACTIVITIES**

As part of its commitment to education, Dolphin Energy sponsored the 7th International Petroleum Technology Conference - Young Members Activities which took place on 19th January 2014 at Qatar National Convention Center, Qatar.

This week of activities provided a platform for companies in the sector to interact with the next generation of engineers and strengthen the link between industry and education and attracted 110 university students from 31 countries and 67 universities including 20 Qatari students, 180 High School students from 16 schools and 35 Science Teachers.

Commenting on the opening ceremony of Activities, our GM, Adel Ahmed Albua'inain, said: "As the Platinum Sponsor,

Dolphin Energy prides itself to be fully committed to education and human development as one of the key pillars of Qatar National Vision 2030.

Platforms such as [this] allow Dolphin Energy's talented and highly trained engineers the opportunity to network, engage and mentor the students of today to help them become the energy leaders of tomorrow."

Representatives from Dolphin Energy's upstream, downstream and HR&A divisions attended the activities and were on hand to interact and answer questions the young members had about careers in the sector.

*(Continued on Page 9)*



*The Young Members Activities was very well attended*

The Young Members Activities were integral to IPTC which this year featured 400 technical and knowledge sharing presentations, 67 technical sessions and 6 panels. Four technical papers from Dolphin Energy were also presented at the conference. They were:

**“Produced Water Management For Sustainable Reinjection – Bench Scale Tests To Remove And Destroy KHI”**

by Mohammed Al-Shaabi, Khalid Emadaddhi & Damien Roquet.

**“CO2 Capture from Sulfur Recovery Units Effluents”**

by Damien Roquet, Imran Aslam and Khalid Emadaddhi.

**“Well Services Operations in Offshore Unmanned Platform; Challenges and Solutions”**

by Othman Alyafei, Offshore Operations Manager.

**“Best Practices in Asset Integrity Management System”**

by Rajdeep Dutta.

IPTC was held between 18 – 22nd January 2014 as one of the largest multi-society, multi-disciplinary oil and gas event in the Eastern hemisphere. It attracted over 5,000 oil and gas professionals in what was claimed to be the most successful IPTC in the region ever.

**DOLPHIN ENERGY HOSTS ENERGY MINISTER AT IPTC:**

Dolphin Energy was proud to host HE Dr. Mohamed Saleh Al-Sada, Qatar’s Minister of Energy & Industry during IPTC.

Our GM, Mr. Adel Albuaainain took the opportunity to deliver an update on the Dolphin Gas Project.



*The company was proud to host Qatar’s Minister of Energy and Industry*

# TRF CONTROL SCHEME AND RTDB2 UPGRADE PROJECT BRINGS IMPROVEMENTS



*The Taweelah Receiving Facility*

A reduction in the downtime of the gas heater trains at the Taweelah Receiving Facility (TRF), enhanced heater performance, ease of operation and improved monitoring and control is now a reality thanks to the completion of the 'TRF Control Scheme and RTDB2 Upgrade' project.

Since commissioning in 2007, the control loops of these trains have been on a manual mode of operation because of existing system limitations.

However, a third party consultancy study was performed generating outcomes which were implemented to improve the control schemes.

This involved the implementation of a reliable automatic control system, successfully installed with zero lost time injuries and no facility downtime. The heater and train controls were then switched, helping enhance the operation, monitoring and control of the facility.

Furthermore, the project also included improvements to the Real Time Database System (RTDB2) in which obsolete hardware and software were upgraded to the latest version of High Availability Servers. This enabled information on technical applications for management reporting purposes to be accessible using the latest version of real time database software. As a result, the new system is more efficient, reliable, available and secure.

Led by Automation, the project has shown the value of teamwork with representatives from Downstream, Maintenance, HSE&S, Procurement & Contracts, and Technical Services involved. Further, support from Information Technology, Information Security and Technical Applications for the RTDB2 was also provided.

# DOLPHIN ENERGY AWARDS SCHLUMBERGER FOR A SUCCESSFUL SAFETY CAMPAIGN

A successful safety campaign of well services logging, perforation and testing operations has been completed on the DOL2 Platform. Offshore Operations have carried out full well services activities with zero LTI recorded throughout 2013. This has been done with the utilization of the Offshore Support Lift Boat in position.

Post the completion of the campaign, the contractor Schlumberger delivered a service quality presentation at Dolphin Energy Tower.

In addition to the presentation which tackled safety and operational principles of the subject activity, a separate celebration was held led by Othman Alyafei, Offshore Operations Manager.

Mr. Alyafei thanked all the team members who participated in the event: Offshore Operations team members including Well Services and Schlumberger Logging and Testing. Gifts were also distributed.

# DOLPHIN ENERGY CELEBRATES NATIONALIZATION ACHIEVEMENTS

Dolphin Energy celebrated its Nationalization Program achievements in Qatar at the company's Annual Nationals' Forum 2013.

In line with the Qatar National Vision 2030 and its commitment towards nationalization, Dolphin Energy achieved a rate of 34% in the third quarter of 2013 and 35% at the end of the same year.

In his welcome address to the company's 300 National employees, our General Manager, Mr. Adel Ahmed Albuainain, highlighted the successful strategies the company has developed and implemented to help increase the level of nationalization over the last 12 months.

"Reaching this milestone is a great achievement which could not have been possible without the enormous amount of hard work and relentless effort undertaken. I would like to extend my congratulations to our nationalization team and to each of our employees. Nationalization is one of our key priorities and we will continue in our commitments so that we achieve our target of 50% Qatarization over the next five years," said Mr. Albuainain.

Dolphin Energy has distinguished itself as a leading employer of Qataris. Its efforts in recruitment and retention have been recognized by winning a number of awards and certificates. This included the prestigious Qatarization Crystal Award in the field of Training and Development, which was awarded earlier this year and the best "Training and Development Company" in Oil & Gas sector in 2012.

The Nationals Forum also provided the opportunity to recognize those employees who successfully completed their development plans and academic performance achievements in 2013, and others who had reached personal and professional goals. National mentors were also awarded for their commitment as were representatives of the QP Qatarization Award Committee and the Departmental Nationalization Champions of 2013.



*Our National employees in Qatar at the Forum*

## WATCH OUT FOR THE WATCH COMMITTEE!

In a move designed to enhance the company's WATCH (Workplace Activities Targeting Control of Hazards Program), Dolphin Energy's HSE&S division launched a new WATCH Review Committee at our Abu Dhabi offices in April 2014.

Consisting of different members from HSE&S, Technical Services and HR&A the new committee will oversee the program and ensure all recorded issues are resolved.

Open to all Dolphin Energy employees, contractors and visitors to the company's premises, the program allows anyone to report on an unsafe act or condition they have witnessed.

"Whether you are an employee, contractor or visitor, we encourage you to report any unsafe condition or behavior by filling out a WATCH Card. These are available in the breakout area on every floor or online, through our intranet," said Arun Nijhawan, Head of the WATCH Review Committee.

Integral to the program is the process of identifying the best WATCH card of the month, which will be eligible for an incentive award based on eliminating the most significant risk within the company.

If you feel hesitant to report an unsafe act or condition that may seem small or useless, just remember that your proactive attitude could actually help save someone's life!

*More than 2,000 runners crossed the finish line at the second annual Dolphin Energy Doha Dash which was held on February 11th.*

## THOUSANDS PARTICIPATE IN 2ND DOLPHIN ENERGY DOHA DASH

Held in celebration of Qatar National Sport Day and to encourage people to lead more physically active lives, the event enabled runners of all abilities, ages and nationalities to follow in the tracks of Motor GP stars and run the world famous Losail International Circuit. Runners were cheered on by hundreds of spectators including friends, family and colleagues as they competed across four categories - a 5km and 3km race, a 1km Mini Doha Dash and a 1km ladies' walk.

And it was Dolphin Energy's own Thomas Whateley, Senior Process Engineer, who won both the 3km and 5km races in a phenomenal demonstration of fitness and endurance with scorching times of 9 mins 50 seconds and 17 mins 9 seconds. In addition, Warren Murdoch our Director Upstream finished eighth overall in the 5km with a time of 20 mins 5 seconds.

Winners of the 1km Mini Doha Dash were Mohamed Ashaq and Roisin Browne, who won the girls category for the second year running.

Our GM, Adel Albuainain, said "This is the second year of the Doha Dash, and I was absolutely delighted to see so

many runners take part across all race categories and even happier to see Thomas and Warren represent the company with distinction. Congratulations to them both.

I would like to extend my gratitude to everyone who participated – the 550 Dolphin Energy employees who registered together with the citizens and residents of Qatar – and thank the other event sponsors; Vodafone Qatar, DHL Express, W Doha Hotel & Residences and Doha Stadium Plus."

Jamie Cunningham, Chief Executive Officer, Professional Sports Group who organized the event said: "The second Dolphin Energy Doha Dash has been even bigger and better than last year and is fast becoming a key fixture in the Qatar National Sport Day calendar.

We were delighted to see the number of runners increase significantly from the 1,300 participants that took part in 2013, and extremely proud of our partnership with Dolphin Energy and the other event sponsors who made this event possible."



*Children begin the Mini 1 km Doha Dash*



Enthusiastic runners prepare to begin the 5 km Doha Dash

## **DOLPHIN ENERGY DOHA DASH RAISES QAR 100,000 FOR CHARITY**

The second Dolphin Energy Doha Dash raised a total of QAR 100,000 for the Shafallah Center for Children with Special Needs.

The event, which pledged to donate 25% of the registration fee charged to people to participate, attracted more than 2,300 runners who crossed the finish line on the day and supported a great cause in the process.

In addition, Dolphin Energy donated QAR 50,000 to take the total to QAR 100,000.

Commenting on the donation, our GM, Adel Ahmed Albuainain, said: "We were delighted with the response to the Shafallah Center and I would like to express my thanks and gratitude to the thousands of runners and to others who also donated funds.

The Dolphin Energy Doha Dash is a great event because it not only supports the vision behind Qatar National Sport Day but allows us to support worthy causes in this way. We are always keen to strengthen the link between sport and the local community and look forward to making more contributions of this nature in the future."

*It was another world class billing at this year's Abu Dhabi Festival which once again showcased some the world's best artistic talent on offer today.*

## **DOLPHIN ENERGY SPONSORS 2014 ABU DHABI FESTIVAL**

As proud sponsor of the event, Dolphin Energy was able to offer its employees access to some spellbinding performances and the opportunity to enjoy a feast of classical music, ballet, opera and Arabic classical performances. The program comprised performances from The American Ballet Theatre, The London Philharmonic Orchestra, The Bolshoi Ballet, and individual performances from Lebanese pianist Michel Fadel, American composer Herbie Hancock, soprano artist Renée Fleming, and award winning guitarist Miloš Karadaglić.

The 2014 Abu Dhabi Festival honored the lifelong artistic contribution of legendary American producer, composer, musician, and music mogul, Quincy Jones, who was presented with a certificate of achievement for his creative commitment to music, his support of the Arab music sector through the Global Gumbo Group and for arts education across the world.

Dolphin Energy has sponsored the Abu Dhabi Festival since 2008, endorsing the event's mission to establish the emirate as a cultural hub and facilitate bilateral cultural relations and cross cultural dialogue. The Festival, which is hosted by The Abu Dhabi Music & Arts Foundation (ADMAF), is integral to Dolphin Energy's commitment to supporting cultural events across the UAE and Qatar.

The Abu Dhabi Festival was launched in 2004. Today it offers more than 100 cultural events, education and community programs across all seven emirates, engaging an audience of more than 29,000 children and adults.



*Veronika Part as Prayer in Coppélia © Marty Sohl*



*The London Philharmonic Orchestra © Marco Borggreve*

*To coincide with the company's participation in this year's World Future Energy Summit, Dolphin Energy supported the Abu Dhabi Sustainability Group's (ADSG) activities for the week.*

## **DOLPHIN ENERGY SUPPORTS ABU DHABI SUSTAINABILITY WEEK**



*Our CEO, Ibrahim Al Ansaari during his interview with Abu Dhabi Sustainability Group*

Our CEO, Ibrahim Al Ansaari, provided an interview on the benefits of being a member of the Group, and delivered his insights on how he saw its progress and growth.

In the interview, Mr. Al Ansaari said: "The ADSG is excelling in expanding its membership and establishing standards for its members to follow. We hope that the ADSG will move forward as a leader in the region promoting sustainability reporting and practices and Dolphin Energy is fully committed to providing continued support and participation."

He also took the opportunity to use the interview to outline Dolphin Energy's past sustainability initiatives and those planned for 2014.

These include implementation of a formal sustainability management system and a review of its environmental metrics aimed at reporting in a format that can be benchmarked with similar companies.

A formal greenhouse gas policy which will demonstrate Dolphin Energy's commitment to address climate change will also be developed and the company plans to publish its 2013 Sustainability Report in a new streamlined format which will place basic company information online.

**“ DOLPHIN ENERGY IS FULLY COMMITTED TO PROVIDING CONTINUED SUPPORT AND PARTICIPATION. ”**



# DOLPHIN ENERGY SPONSORS ABU DHABI JIU JITSU WORLD PROFESSIONAL CHAMPIONSHIP



© Rob Wilson / Shutterstock.com

Part of Dolphin Energy's community outreach commitments sees the company sponsor and support a variety of sports events across the UAE and Qatar.

In the UAE this commitment includes sponsorship of the Abu Dhabi World Professional Jiu Jitsu Championship, which is held under the Patronage of His Highness Sheikh Mohamed Bin Zayed Al Nahayan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

In its sixth year, the Abu Dhabi Championship opened a new chapter for the UAE Jiu Jitsu Federation (UAEJJ) as elite fighters from around fifty countries flocked to compete in Abu Dhabi. Under the theme 'One World One Fight', local fighters – including UAE national team stars Faisal Al Ketbi (Brown belt) and Shamsa Hassan (Female Blue belt) shared the mat with international challengers from 49 other countries.

Among those who returned to Abu Dhabi between 15–19 April included Brazil's Marcus Almeida, the reigning Black Belt Open heavyweight World Champion, and female Open Weight Black Belt Champion, Gabrielle Garcia. Over 500 professional Jiu Jitsu fighters competed to win the title of 'World Champion' in their respective divisions, and a valued prize of around 1.56 million AED.

The 2014 edition also introduced a new initiative, World Jiu Jitsu Children's Cup, which brought together a large number of talented youth and helped showcase rising stars.

Overall, the Championship aims to spread grassroots' awareness about the history and benefits of Jiu Jitsu, encouraging new people into the sport, as well as promoting a healthy, active lifestyle.

# DOLPHIN ENERGY'S 2013 FOURTH QUARTER SPONSORSHIPS

In the last quarter of 2013 Dolphin Energy undertook the following sponsorship initiatives as part of its Social Responsibility Program.

**Qatar National Day Celebration:** An integral part of the Qatar National Vision of 2030, this year's celebrations took place on Tuesday 17th December at Dolphin Energy Tower and Ras Laffan. The theme of the 2013 celebrations highlighted cultural, educational and entertainment activities acknowledging Qatar's commitment to the national identities, values of solidarity, loyalty and honor.

The Event Area on the tower's 21st floor was transformed into a traditional ambiance and employees were invited to enjoy songs, an Al Zubarah Video and traditional food. In addition, National Day gifts were distributed to all Dolphin Energy

employees. A banner was also erected displaying a quote from the founder of Qatar as a Modern State, Sheikh Jassim Bin Mohammad Bin Thani.

**Qatar Diabetes Association (QDA):** The Association was established as a charitable non-profit organization and Dolphin Energy's donation will help provide valuable services to diabetics to improve their lives and those who are at risk of developing the condition.

**Qatar Paralympic Committee (QPC):** The company made a financial contribution to help promote sports activities for people with special needs in Qatar. Dolphin Energy's contribution to the committee will go towards preparing a multi-purpose sports hall for the athletes who will compete in various games at regional and international level.



قلوبنا موارد عزنا



Children enjoy a range of activities at the Khalifa Hospital Wanasa Event

## A LOOK AT 2013 COMMUNITY DONATIONS

In 2013, Dolphin Energy was proud to have contributed to a number of local charities as part of its ongoing CSR commitments.

Thanks to efforts like the Donation Matching Program, Dolphin Energy's employees took the opportunity to donate funds to these worthy causes, with the total amount raised matched by the company.

We take a closer look at how the funds raised were used:

### Future Centre for Special Needs

Many custom-built chairs and desks were purchased for the special needs students, including a central access ramp for all students to use.

### Emirates Autism Centre

Long overdue repairs were made to the interior of the building, as well as purchasing new desks, cabinets, printers, and chairs. In addition, a new training classroom was constructed as well as renovation of the storage room.

### Make A Wish Foundation

Seven children suffering from life threatening diseases had their wishes granted. They had wished for either toys, laptops, mobile phones, or smart tablets.

### Sheikh Khalifa Medical City

Dolphin Energy employees visited Sheikh Khalifa Hospital to distribute clothing, shoes and gifts for many patients as well as participate in a festive Eid celebration which included prizes.

### UAE Disabled Federation Committee

A special Olympic day was held at the Committee's headquarters, where many activities were conducted, including contests, and awareness programs. In addition, all the members of the committee received full health check-ups.

*Employees in the UAE were treated to an afternoon's fun, entertainment and exhilaration at the 'Dolphin Energy Day Out'.*

## THE DOLPHIN ENERGY DAY OUT STAFF PARTY

This year's party was held at a desert camp in Al Khatem, with the theme centered on camping, desert life, and traditional activities.

As employees and their families began arriving, the thrilling activities began! Activities included dune bashing, camel riding, sand surfing, and food sampling at the traditional live cooking stations.

A photo booth was set up, where adults and children could dress up in traditional attire and take fun photos. The ladies enjoyed the henna stand, where they experienced the art of henna, while the kid's corner featured face painting, clowns, balloon twisters, cartoon characters and a fun bouncy castle.

Towards the end of the event, a massive firework display engulfed the starry sky, as people watched in admiration. Following the fireworks, a number of performances hit the stage, ranging from Indian, Egyptian, Khaleeji dancing performances, including the traditional 'Dabkah' dance.

The event concluded with a surprise appearance from the Dubai Drums, known for their slogan, "Unity Through Rhythm". The group drumming experience energized everyone and brought the event to a close and ensured everyone left the venue upbeat.



*Our employees were treated to live performances from dancers*

It was a fantastic event, full of excitement, smiles and of course, positive energy!



*A spectacular firework display dazzled our employees and their families*

# UAE FITNESS CHALLENGE – WINNERS ANNOUNCED

Winners of the UAE Fitness Challenge 2013 were announced in December and it was the Spirit of the Union team who finished in first place.

Consisting of Shareefa Al Adawi, Khalid Al Hosani, Feline Dahrouj, Hashem Abdulla, Ali Al Mansoori, Fadeya Al Rowahi, Ali Muflahi, Jishad Vakatel, Mohammed Al Heeqi the team scooped top spot by scoring a total of 938 points.

For every minute of individual exercise registered above 15 minutes of activity, each team member scored points for their team. Those members who exercised for more than 30 minutes with another team member or their friends or family also scored points.

The Fitness Freaks team – Santhosh Prabhakaran, Santhi Choppala, Raymundo Dy-Liacco, Mahmoud Abu Hussein, Ahmed Farid, Hameed Shahul, Manohar Nair, Dhanapal Shetty and James Mathew – finished second.

The Simply Fit team – Lona Rabah, Malik Meftahi, Wael Nabulsi, Hanadi Al Khaldi, Sangya Khanna, Rawya Dagher, Karen McNicholas, Randa Akkaoui and Norma Sbahieh – finished third.

An initiative of the Employee HSE Committee the UAE Fitness Challenge aimed to encourage employees to become more physically active and maintain a healthier lifestyle. It also encouraged networking among each other and to have fun in the process.

“We were delighted with the response from employees and look forward to introducing other initiatives and activities that have a positive impact at the office, at home and within the community. Thank you to all those who participated in the Fitness Challenge, and we look forward to next year’s challenge,” said Shareefa Al Adawi, Head of the Employee HSE Committee.

All those who participated in the Fitness Challenge received tokens of appreciation, and the winners received exciting prizes.



*Winners of the Fitness Challenge 2013*



*Our employees receive their awards and our congratulations*

## COLLEGE OF THE NORTH ATLANTIC – QATAR AWARDS CEREMONY

Three National Technicians, Ahmed Al Hayder, Electrical Technician; Maher Al Saadi, I&C Technician and Saoud Al Kuwari, Mechanical Technician from the Ras Laffan Field Maintenance Department, were awarded with the Member of Honor Society 2013 from the College of the North Atlantic-Qatar (CNA-Q).

Sponsored by Dolphin Energy to attend the college's Technologist Diploma Course, the three were recognized at the Students Award Night which was held on 13th November, 2013 for achieving a GPA of 4.00 for 3 Semesters in the Academic Year 2012-2013.

The recipients all joined Dolphin Energy from the TPP Program in 2008 and started their studies at the College in 2011 as part of their Development Plan; all are targeted for Supervisor positions in the Field Maintenance Department.

Dolphin Energy's delegation included Abdulaziz Bakri, Field Maintenance Manager Upstream, Adam Al Saadi, Assistant Manager HR, Alan Sykes, Senior Field Training Specialist and Hermogenes Dipasupil, Field Training Specialist.

Congratulations.

*As part of Talent Management's continued efforts to improve the quality and effectiveness of knowledge transfer and skills in the workplace, 15 Dolphin Energy employees in Qatar have been awarded the Institute of Leadership and Management (ILM) Level 3 Coaching Certificate.*

## RECIPIENTS OF THE ILM LEVEL 3 COACHING AWARD

IDP and CEP coaches and supervisors from the following departments attended: Automation, Housing, Finance, HR, Talent Management, Projects, HSE&S and IT.

The Level 3 ILM Certified course took place in-house last year. Participants attended three workshops at Dolphin Energy Tower over a nine week period. All of the participants were given coaching techniques in class, under the supervision of an ILM approved coach.

Those attending the class were then required to go back to the workplace and try out the techniques on those being coached as part of their IDP or CEP. The participants were then required to write a report explaining how the session went and what they learned from it.

**“ WE ARE VERY PLEASED TO SEE THAT THESE 15 DOLPHIN ENERGY EMPLOYEES HAVE REACHED LEVEL THREE IN THE ILM COACHING CERTIFICATION. SKILLED COACHES ARE ABSOLUTELY CRITICAL FOR THE DEVELOPMENT OF OUR EMPLOYEES AND COACHING IS THE CRITICAL INGREDIENT FOR THOSE ON DEVELOPMENT PLANS, FOR ON-THE-JOB TRAINING, AND FOR FOLLOW-UP FROM FORMAL TRAINING COURSES. ”**

Bob Hughes, Talent Management Manager

The successful candidates were:

**ALI AL MARRI**

**ANAND LASHKARI**

**DAY HENSHAW**

**GHANIM AL KUWARI**

**HERMOGENES DIPASUPIL**

**HIDAYATHULLA JALALUDHEEN**

**KHALID AL KHORI**

**RAVIKANTH KALLAKURI**

**ROLA ATIYEH**

**RICHARD BREBONIA**

**ROWDY GUIDRY**

**SANJAY SHIVALKAR**

**SYED MURAHMAN**

**VELAPPAN MINAKSHISUNDARAM**

**WILLIAM BAXENDALE**

# MAERSK OIL & QP CHALLENGE 2013

Following a strong performance last year, Dolphin Energy went several steps better and came in 1st place for the Best Male Team and 3rd place overall in the 2013 Maersk Oil and Qatar Petroleum Annual Challenge.

Taking place in Qatar's spectacular Zekreet Peninsula on 16th and 17th November, the event was held under the theme 'Action on Diabetes'.

Twenty seven teams from the oil and gas sector participated in the challenge, with each team consisting of five members.

Dolphin Energy's team was led by Team Captain Warren Murdoch, Director Upstream and also included Abdulrahman Al Jumaily, Head of General Ledger; Stephen O'Neill, Head of Process and Thomas Whateley Senior Process Engineer.

The challenge consisted of four stages, each focused around one of diabetes' key lifestyle issues. The four stages were: The Big Four, Desert Energy, On the Table and Marine Check. Each stage tested the team's mental agility, physical fitness and the ability to work together. Tasks such as GPS orienteering, leadership, planning, problem solving under pressure and design and construction skills were performed over two exhilarating days.



*Winners of the Maersk Oil & QP Challenge*

In all, the team covered more than 40 kilometers of desert landscape for the challenge, including a best stage performance on the night task when they beat all other teams to finish first.

Congratulations to Warren, Abdulrahman, Stephen and Thomas.

*Ali Al Saffar, Head of SAP Technical, put his driving skills to the test and finished second in the '6 Cylinder' Category in the first round of the Annual Qatar National Street Drag Championship, held on April 2013.*

## THE NEED FOR SPEED!

Presented by the Qatar Racing Club, the championship is open to the public and GCC citizens.

A number of car enthusiasts drove models from world-renowned auto makers such as Porsche, Nissan, Honda, Chevrolet, Dodge, Chrysler, Mitsubishi and Subaru.

The race is divided into four different rounds throughout the year with each round consisting of four categories: 8 Cylinder Cars, 6 Cylinder Cars, 4 Cylinder Cars and Bikes.

Ali was supported by the Al Anabi Racing Team offering help and experience during preparations for the race.

Well done Ali!

# A DAY IN THE LIFE OF SALEM AL WAHEDI

## I DO:

I joined Dolphin Energy in 2003 as one of the first employees and was honored to help commission the company's first project in the UAE, the Al-Ain Fujairah Pipeline (AFP).

I started out in Dolphin Energy as the Senior Superintendent of Operations & Maintenance. My duty was to manage the maintenance and planning of Dolphin Energy's downstream operations, covering all mechanical telecom and control main and network stations, in order to secure gas to our customers across different locations. My duties also consisted of participating in all technical projects and implementing activities in the safest manner possible. Moreover, I was responsible to train and empower young UAE Nationals by following their progress and being their mentor.

Looking back, I believe that being with ADNOC for 28 years gave me an opportunity to be involved in most of Abu Dhabi's Oil & Gas projects, where I had the honor to train many top management teams across different fields.

A few of the key projects I worked on were:

- **COMMISSION AND OPERATION OF THE UM AL NAR REFINERY**, the UAE's first refinery which was completed in 1976
- **DESIGN AND CONSTRUCTION OF ADNOC'S GENERAL UTILITY PLANT** located in Ruwais
- **MODIFICATION AND UPGRADE OF GASCO/ADNOC GAS NETWORK, EAST & WEST** which covers more than 2,000 km
- **ESTABLISHMENT OF THE FIRST CARRIER DEVELOPMENT CENTRE (CDC)** which is now the ADNOC Technical Institute



“ **TODAY, I HEAD A FANTASTIC TEAM OF ENGINEERS AND TECHNICIANS AT DOLPHIN ENERGY WHO ARE CONTRIBUTING SIGNIFICANTLY TO THE COMPANY'S GROWTH AND REPUTATION.** ”



## I AM:

I have been working in the UAE for 40 years, and have a beautiful family of seven children. My early childhood years were spent in Aden, Yemen, where I hold many happy memories. I received my university degree in Instrumentation and Control Engineering from Stevenage College in the United Kingdom.

I enjoy the thrill of travelling to different countries, and learning about various cultures. During my free time, I love swimming and enjoy playing tennis. Reading books is also another hobby of mine. I like to read a wide variety of books covering different topics, but also focused on technology and engineering.

## I ASPIRE:

One day, I aspire to write a book about my life and experiences. I dream that all of my children and loved ones complete their university studies and achieve a lot in life.





# CAPTURED

**WELCOME TO CAPTURED, A SECTION IN DOLPHINSIGHT DEDICATED TO SHINING THE SPOTLIGHT ON ISSUES AFFECTING THE INDUSTRY AND GATHERING INSIGHTS ON DOLPHIN ENERGY'S APPROACH TO MANAGING ITS DAY-TO-DAY BUSINESS ACTIVITIES.**

CAPTURED TOPIC:

## **INFORMATION SECURITY**



For this edition, we take a deeper look into the subject of Information Security.

We speak to Fares Chemouni, Senior Vice President Corporate Affairs about the rise of cyber security risks as well as Ibrahim Hamad, Corporate Information Security Officer, about the measures Dolphin Energy has taken to shape the company's preparedness and response.

# INTERVIEW WITH FARES CHEMOUNI, SENIOR VICE PRESIDENT, CORPORATE AFFAIRS

1. Information Security has become a pressing matter. In your perspective, how has it grown over the past decade?

In order to understand this increasing phenomena, one must only look back at the time before the internet age, where a company's industrial systems were on proprietary platforms and were separate from office systems. With these platforms in place, exposure to hacktivism was kept to a minimum.

However, this changed and with time, the demand for more flexible systems compelled companies to move towards network based online systems. While this shift brought about a lot of positive change, it also made the less robust industrial systems more exposed to the outside world and increased the propensity to being hacked.

2. How do you account for the rise in cyber threats across the Oil & Gas Industry?

The oil and gas sector is rapidly evolving to meet increased demand for energy and because of the need to create competitive advantage. To support these changes, technology is advancing, infrastructural processes are being transformed where improved interconnectivity between office business systems and industrial networks are improving operations, but also exposing new avenues for system threats and vulnerabilities.

In the energy industry, the evolution of technology itself is partly responsible for today's elevated threat environment. New vulnerabilities have been introduced with the migration of industrial systems to IT components such as general-purpose computing platforms, standard operating systems, in addition to the introduction of networking technology like TCP/IP & Ethernet in the Industrial Control Systems environment and integration of business and process control networks.

“ THE EVOLUTION OF TECHNOLOGY ITSELF IS PARTLY RESPONSIBLE FOR TODAY'S ELEVATED THREAT ENVIRONMENT. ”

3. How can the sector balance the need to be more competitive using newer forms of technology, while avoiding the risk of being hacked?

The infrastructure of even the biggest, best-prepared organization is vulnerable to attack. After all, security is only as strong as the weakest link. To avoid being hacked, a lot of interdependent factors should be present:

a. **MANAGEMENT COMMITMENT**

The overall corporate executive leadership team must be committed to information security as a business imperative

b. **CLEAR SECURITY STRATEGY**

Defining the company's position and framework is critical in mitigating risk

c. **AWARENESS**

Everyone in the organization needs to know what they are protecting, why they are protecting it, and what their role is in protecting it

d. **BUSINESS IMPACT ANALYSIS AND RISK IDENTIFICATION**

Knowing how to react if affected is key; staying on top of what poses a risk helps overall preparedness

e. **REGULAR PENETRATION TESTING BY THIRD PARTIES**

This approach has helped us in the past

f. **SPECIALIZED ASSISTANCE CONTRACTS**

We need a strong support network in place just in case

4. In your opinion, are companies investing enough in information security and giving it the attention it requires?

Cyber criminals are becoming increasingly sophisticated, constantly inventing ways to bypass traditional defenses such as anti-virus and firewalls. Thus, companies are faced with an urgent need to protect their assets and sensitive information. One of the most vulnerable sectors is the oil and gas sector, where it has been estimated that 2 million threats of varying complexity are experienced weekly throughout the world.

Against this backdrop, oil and gas companies are now investing heavily in establishing the most comprehensive security systems for their assets and digital infrastructures. Gartner put the entire IT spending in 2012 at US\$3.3 trillion and security infrastructure spending at US\$60 billion with an 8.4% annual growth rate. It is also estimated that IT security spending will reach US\$639 billion by 2023.



**AS SVP CORPORATE AFFAIRS, FARES CHEMOUNI OVERSEES THE COMPANY'S CYBER SECURITY PREPAREDNESS**

**WHAT ADVICE CAN YOU GIVE TO COMPANIES THAT ARE BEGINNING TO INVEST HEAVILY IN INFORMATION SECURITY?**

**EXECUTIVE COMMITMENT**

– ensuring senior management understand the vital importance of Information Security

**BUSINESS IMPACT ANALYSIS**

– to understand your business environment requirements

**INTERCONNECTIVITY WITH THIRD PARTIES**

– maintaining your third party connections but protecting your central system

**OFFICE SOLUTIONS**

– implementing firewalls, system server patches and ensuring all anti viruses are updated

**EMPOWERING EMPLOYEES**

– training staff to understand the value of Information Security and ensure best practices

**PERFORMING REGULAR AUDITS**

– understanding any loopholes within your system

**MAINTAINING CONTRACTS WITH INFORMATION SECURITY EXPERTS**

– for support in case of an emergency

**INTERVIEW 2**

**INTERVIEW WITH IBRAHIM HAMAD, CORPORATE INFORMATION SECURITY OFFICER**

**1. How has Dolphin Energy responded to the increase in risk from hacking?**

We have done this in a number of ways. First, the company's management approved the execution of a Security Hardening Assurance Management System (SHAMS) program which addressed increased cyber security risks by implementing proactive and reactive technologies and processes.

Also, the company has invested heavily in increasing employee awareness and the competencies of the Information Security and Technology Teams. Our employees are critical to maintaining information security and as such attended a series of workshops about information security to support our overall preparedness strategy. Furthermore, collaboration with our shareholders, as well as entities such as the Computer Emergency Readiness Team (CERT), offers a pool of knowledge sharing and expertise in mitigating cyber security threats.



**IBRAHIM HAMAD HAS HELPED THE COMPANY'S RESPONSE TO THE THREAT OF CYBER ATTACKS**



**MEMBERS OF THE INFORMATION SECURITY INCIDENT RESPONSE TEAM (ISIRT)**

2. How does Dolphin Energy mitigate cyber threats given the fact that we work with many third party vendors?

In my perspective, I believe the collaboration between the teams from Information Security, Information Technology, Procurement & Contracts Teams, as well as Health, Safety & Environment has helped play an important role in addressing such risks in contracts, specifications, physical access and digital communications.

3. What's next for Dolphin Energy in enhancing its response to the risks of cyber threats?

It's difficult to predict what's next, as the threat landscape is very dynamic and fueled by many aspects of technology and malicious interests, espionage and hacktivism. However, the SHAMS program addresses security on a proactive and reactive basis delivering risk based security, rather than being threat based. The SHAMS program also ensures that we continue to be ready in the event that a risk escalates or changes.

4. How can employees play a strategic role in mitigating cyber related risks/threats?

Employees are critical to maintaining information security. At Dolphin Energy, we have developed a culture of awareness by sharing information and tips on Information Security, involving employees in awareness campaigns, as well as encouraging them to report any suspicious online activity. Since many cyber threats originate from receiving fraudulent emails with malicious links, or unknowingly using infected USBs or CDs/DVDs, we always support employees who think and act proactively when reporting anything suspicious.

We depend on our Information Control System and Information Technology teams' expertise to not only detect and respond to threats/attacks, but to proactively ensure that Dolphin Energy is ahead of the game.

All in all, I believe the culture of Information Security must be instilled from within, starting from the support of Senior Management cascading to each and every employee. I am pleased to say we have embraced this culture at Dolphin Energy.

**“ THE COMPANY HAS INVESTED HEAVILY IN INCREASING EMPLOYEE AWARENESS AND THE COMPETENCIES OF THE INFORMATION SECURITY AND TECHNOLOGY TEAMS. ”**