

DOLPHIN ENERGY'S NEWSLETTER

Dolphinsight

December 2018
Issue 44

Empowering the next generation



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CAPTURED

Welcome to the December issue of Dolphinsight

We hope that you had a productive year, have achieved what you set out to accomplish and are feeling ready and energized for 2019!

Improvement is the keyword for this issue with several articles highlighting some of our long-term company programs that are driving improvements across many facets of the business - Future Forward, our digital transformation program, The CORE Project, with its focus on process improvement as well as an update on the newly launched Integrated Safety Culture Program.

This issue also sheds light on one of our flagship events that we participate in every year – ADIPEC. It looks at how participation in this important industry conference and exhibition benefits us, from a customer relationship, brand projection and networking perspective.

Over the next two issues, we will be taking an in-depth look at the company's commitment to youth engagement and empowerment.

This issue focuses on our Internship Programs in the UAE and Qatar, the highlight of which is an interview with our Director Corporate HR&A, Abdulla Al Hosani. The second part of this series will touch on youth empowerment through our community engagement program.

Last, look out for an update on our community initiatives – it has been a busy time - which includes our sponsorship of the annual Zayed Heritage Festival.

Enjoy the read.
The Dolphinsight Team



The CORE Project Update



Process Improvement Team Selected

Following the selection of the first batch of processes, the process improvement team has put in place the initial team to oversee the journey of improvement.

Name of process	Sub Process	Process Owner	Program Manager	Sponsor
Procurement Processes & Corporate Governance	Digitizing Procurement Process	Walid Yassin	Tarek El Kilany	Hassan Al-Emadi
	Procurement Process Improvement	Abdulla Al Khater		
Routine Reports & Meetings	Optimize Routine Meetings	Rania Al Dhaheri	Rasheed Al Rasheed	Jassim Al Jasmi
	Optimize Routine Reports			
HSE Risk Assessment	N/A	Mohamed Basser	Nimer Ibsais	Ali Alrahbi

Each Process Owner has an assigned Program Manager who will be on hand to provide assistance. In addition, a Sponsor has been selected to oversee and support the team and to provide direction when required. Process Charters, which help track progress using the DMAIC (Define, Measure, Analyze, Improve and Control) Lean Management methodology, have been developed and are now in use.

“We have taken every effort to assign the most appropriate individuals as Process Owners and we have a very strong team in place to manage the changes. The Owners have been given the tools and techniques to support

their efforts, a robust support network has been provided and we are all looking forward to witnessing progress. I wish Rania, Walid, Abdulla and Mohamed well as they kick-start their efforts.”

— Rasheed Al Rasheed, Program Director.

Process Improvement Workshops Held

In late June, to coincide with the launch of the Process Improvement Program, a lean management workshop was held in Doha and Abu Dhabi for senior management. Run by Total, the purpose of the session was to highlight the concept of lean management and how it builds a sustainable, lean culture and showcase the tools and structured methodologies used to implement process improvement.

“These workshops were important because it was vital to share the principles of lean management and its role in driving process improvement. Senior management needed to see how this adds value to the business so we can then align strategies and take the next steps in this journey,” explained Jassim Al Jasmi, Vice-Chairman of The CORE Project Steering Committee.

“This is about creating a mindset that focuses on customer satisfaction, process efficiency and instilling new behaviors. If we do this successfully we can then encourage empowerment, drive continuous improvement and achieve our objectives,” Al Jasmi continued.

Program Managers Training

In July, training workshops were arranged at Total's headquarters in Paris for the Program Managers who were trained in Yellow Belt Lean Management processes. It was also decided to include the Process Owners overseeing for the first three processes in the training.

Program Managers, Tarek El Kilany and Nimer Ibsais, and Program Director Rasheed Al Rasheed, along with Process Owners, Rania Al Dhaheri, Abdullah Al Khater and Mohamed Basser, attended the three day workshop to learn about the different methodologies employed for process improvement. The workshop also introduced the team to the DMAIC (Define, Measure, Analyze, Improve and Control) Lean Management methodology which will be employed for managing the first three processes selected for improvement.

DMAIC was first developed in the 1980s. It is intended to be universal, and is used all over the world. It is a dynamic, empirical methodology based on:

- Analysis of factual data and measurements derived from observations in the field/ on the ground
- Solutions implemented and tests conducted to ensure their efficiency, in accordance with a predefined deployment strategy
- Activities conducted by a project team, activities which are scheduled and monitored to ensure regular progress.

“The training helped us acquire the skills required to move forward and boost performance. The yellow belt qualification means we can now lead projects and then take the next steps through more advanced training on certain tools,” said Rasheed Al Rasheed.



Members of the process improvement team pictured outside Total's offices in Paris

Future Forward Program Gathers Pace



In the seven months since the company launched Future Forward, its digital transformation program, a lot of progress had been made.

Between May & June, the Future Forward Program Directors, Khalid Al Khori and Malik Meftahi, developed and delivered eight business innovation workshops with the company's divisions and departments to collect and analyze their digitization needs.

The workshops generated more than 150 digital innovation opportunities which were then reviewed and prioritized leaving 34 slated for implementation over the next three years. Twelve have been selected for launch in 2019. Business cases and budgets were developed for each and subsequently approved by the Steering Committee. In addition, KPIs have been identified and will be used to measure digital deliverables to track progress.

“The programs selected reflect how our digitization efforts are touching many facets of the business. This is an opportunity to embrace change, collaborate among teams and support digital transformation as a business-led journey.”

— **Khalid Al Khori,**
Future Forward Program Director.

“Each of these initiatives supports our business objectives and reflects our strong intention to capitalize on digital opportunities that will have a long term positive impact,” Khori continued.

Since the launch of Future Forward, a number of digital milestones have already been reached with the implementation of a number of initiatives in 2018. Elaborating further, Malik Meftahi added, “These include the delivery of Digital Signatures, the Downstream Electronic Permit to Work, Risk Based Inspection and HR Business Process Automation. These and the planned initiatives we aim to roll out next year and beyond will help us explore and embrace new fascinating technology developments. It is an exciting time for the company.”

‘Future Forward’ is a business driven program that involves all divisions and departments across Dolphin Energy.

In addition, digital transformation will support better decision making through the use of accurate and available insights and data so that we adopt technologies that will help maintain our leadership and competitiveness,” Meftahi added.

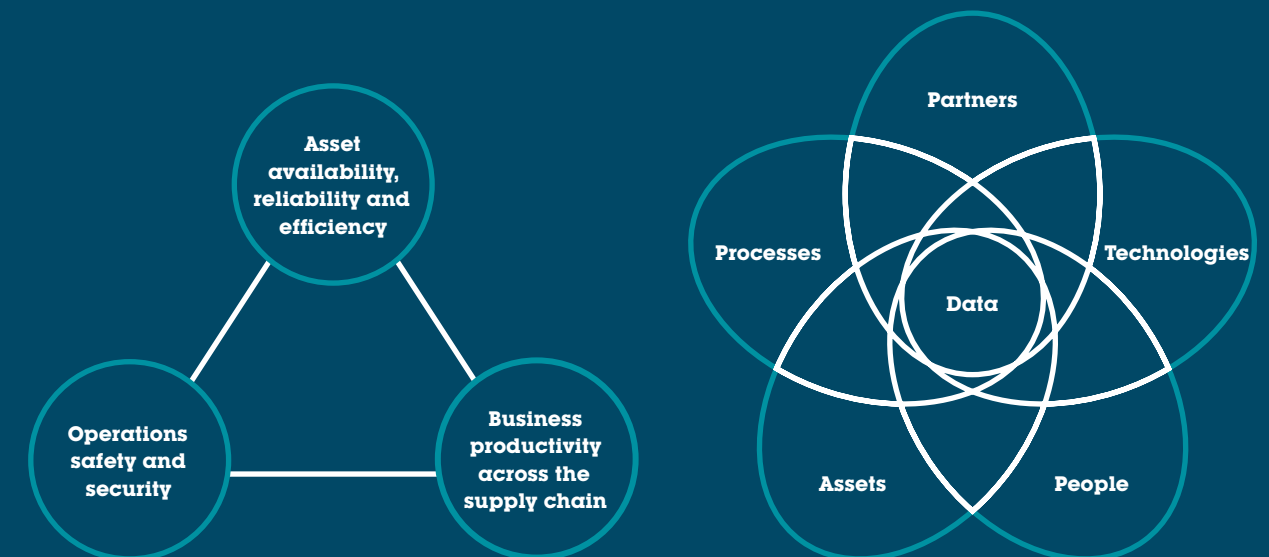
2018 Digital Initiatives

- SAP S/4 Hana Migration
- Digital Signatures
- Risk-Based Inspections
- Cloud Migration Project
- HR Business Process Automation
- E-PTW and E-NOC Downstream

2019 Digital Projects

	Technical Lead	Business Owner	Project Sponsor
Talent Management	Najeeb Mehmoud	Mohamed Abdulla Eisa Al Falasi	Ahmed Al Mawlawi
e-Invoicing	Mazhar Khan	Nadeem Al Katheeri	Obaid Al Dhaheri
Wells Integrity Management System	Mutaz Al Ramahi	Othman Al Yafei	Ali Al Rahbi
Field Mobility	Mansoor Al Abdool	Ibrahim Al Suwaidi	Khalid Al Marzouqi
SAP Migration to S/4 HANA and Fiori	Sandeep Verma	Malik Meftahi	Fares Chemouni
Digital CEMP Integrated with BCM software	Sean Day	Jassim Al Malki	Mohamed Basser
Advanced communication and collaboration	Hamad Yousef	Yousif Al Jaber	Fares Chemouni
Digital Dashboard Factory	Sandeep Verma	Malik Meftahi	Fares Chemouni
	Hasan Al Samaare	Khalid Al Khori	Jassim Al Jasmi
Business Process automation Factory	Jamal Wadi	Malik Meftahi	Rasheed Al Rasheed
External Workforce Management	Fatma Al Emadi	Hamad Al Marri	Ali Al Rahbi
Predictive Maintenance	Jamal Wadi	Venkatesh Selvarajan	Jassim Al Jasmi
Personnel on Board Control	Ahmed Lotfi	Abdulaziz Al Qahtani	Mohamed Basser

The objective of Future Forward is to enhance safety, efficiency and productivity, across three main target areas and six dimensions:



Dolphinsight Interview

Dolphinsight sat down with Mohamed Basser, SVP Corporate HSE&S, for a closer look into the Integrated Safety Culture Program.

Dolphinsight: What is the central objective of the 'Integrated Safety Culture' Program?

When it comes to an 'Integrated Safety Culture' the primary aim is to create an effective corporate safety culture, irrespective of the means used - such as comprehensive training, awareness sessions or learning from accidents, incidents and near-misses. Even where significant improvements have been observed, we can still learn.

In light of this, Dolphin Energy, in association with TAMUQ, has launched a robust safety culture program. The aim is to incorporate existing practices and explore new avenues that will help improve the safety performance within our organization, taking into account both human and organizational factors.

I want to emphasize that safety combines individual commitment and a collective effort. It's important to remember that an organizational culture affects and is influenced by all levels in the organization - from the leadership defining the direction the company takes, management setting systems and expectations, supervisors who provide the interface with the workforce and contractors, to the workforce and contractors themselves who are the frontline of the organization.

Dolphinsight: How does the Program complement existing commitments to our safety culture?

The Integrated Safety Culture program was launched on 26th April 2018 during the World Day for Safety and I see it as the baseline for all future safety initiatives and will help



to reinforce transverse collaboration. In this respect, our mission is to share best practices, design and deploy an Integrated Safety Culture program and enhance competencies in order to establish references and common practices and then commit to them in the long-term.

Dolphinsight: From your perspective, what is the key factor to the success of this initiative?

Since people are the heart of any safety culture, it is vital that we take into account their beliefs and perceptions when it comes to safety. We need to make sure everyone contributes, from Top Management to the front line worker, irrespective whether they are a Dolphin Energy employee or a contractor.

Furthermore, the strong commitment of our management and transparent communication are key factors that will define the success in ensuring safety always remains a primary business objective.

Dolphinsight: What has been the most challenging aspect of the program to date?

For me, it was to establish a more sustainable commitment to safety and step above the 'quick-win' approach. To be more sustainable, we are developing a culture incorporating five key aspects:

A Respectful Culture

- The workforce is involved in all aspects related to safety and is encouraged to participate
- People's ideas are listened to and taken into consideration
- It is an acknowledged worker's right to work free from unacceptable risks
- Workers are treated with respect and sensitivity towards local cultures

A Fair Culture

- Everyone knows what is acceptable, they help define the standard which is properly communicated
- Everyone is aware of the consequences of their actions, both positive and negative and communications are clear in this sense
- There is a no-blame approach; egregious behaviour, involving recklessness or malice will be addressed, however

An Informed Culture

- Communication flows both ways: the workforce tells management the truth, even when it hurts
- Management knows what is really going on and is prepared to provide feedback even if it is not popular
- Everybody is prepared to report their errors and near-misses, attention is paid to detail and small events

A Mindful Culture

- Everyone thinks about what might go wrong
- Information is never discarded
- People can deal with the unexpected; they don't rely on what worked last time
- People listen to those with knowledge
- Decisions are delegated to the level where the expertise resides

A Learning Culture

- New ways of understanding and working are sought; procedures are under constant scrutiny
- Regular training creates competence; cross-training supports effective communication

"I like to think of this program as planting a tree. To see the fruit, you need time for the plant to grow and flourish!"

— Mohamed Basser
SVP Corporate HSE&S

Dolphinsight: What are your goals for 2019, and what do you expect to achieve?

My goal for the ISC program in 2019 is that every employee and contractor fully understands the long-term benefit of the program and appreciates that collaboration will achieve a better safety performance. This is why the motto for the Program, "Better Together", reflects this objective.

By next year, I expect to have the initial analysis from the first two phases of the program (questionnaire and focus groups). The final two phases will focus on workshops and a safety climate survey.

Dolphinsight: How will you know if the program is being implemented successfully?

I don't expect to see the fruits of success until at least a couple years from now.

Only once the concept of Integrated Safety becomes embedded and clearly seen in how our employees and contractors carry out their day-to-day activities, will we have succeeded.



First Batch of CAMS Assessments Completed Successfully

In December 2018, the first batch of the Competency Assurance Management System (CAMS) assessments were completed. Representing 35% of the company's total workforce, each candidate received a report that highlights their strengths and weaknesses, an evaluation of their level according to their position, as well as a proposal of a personalized training program. The training program will start towards the beginning of 2019.

The CAMS Project was launched in May 2018 as part of Dolphin Energy's continuous efforts to achieve business excellence and is designed to help ensure that production, maintenance and HSE personnel possess the required technical knowledge as well as the professional qualities necessary to operate the Onshore and Offshore installations in a safe and efficient manner.

“One of the CAMS's key objectives is to enhance our employees' competencies in identified safety critical roles, ensure competencies are assessed against relevant and approved standards, and propose individual training recommendations.”

— **Ali Alrahbi, Chief Operating Officer – Upstream.**

“It is a significant step in our continued journey to being a world-class energy company and a strong demonstration of our commitment to ensuring the highest standards in operational excellence,” Alrahbi continued.



Successful Completion of 5 Year-Term Shutdown Contract

On 16th October, Dolphin Energy hosted a ceremony to recognize shutdown contractor DESCON's performance throughout its contract which ran from 2014-2018.

Hosted by Hassan Al-Emadi, General Manager – Qatar, DESCON's President of Maintenance Division, Anwar UI Haq was presented with a Certificate of Appreciation and a plaque.

In his welcome address, Mr. Al-Emadi lauded DESCON's consistent effort in meeting Dolphin Energy's expectations in all areas of performance and credited DESCON's support provided to Dolphin Energy's teams during successive shutdown programs over its five-year commitment.

This ceremony specifically highlighted this year's shutdown whose post-shutdown works were completed in October. As with each of the five annual shutdowns handled by DESCON, non-routine intrusive equipment inspections, valves' overhauling and plant & piping modifications were the main elements of the scope which helped ensure sustained gas flow to Taweelah.

Major achievements during the five-year contract include:

- Major turnarounds in 2015 and 2017 of Stream-2 and Stream-1
- 4.5-million man-hours without an LTI
- Several equipment construction issues addressed in the Sulfur Recovery Units (SRUs) and high-pressure steam boilers
- Metallurgy was changed in certain process systems where serious corrosion and erosion issues were observed

Anwar UI Haq thanked Dolphin Energy for providing continued support and appreciated the company's engagement in team-building and safety-promotion events. “The ongoing partnership with Dolphin Energy will not end with the conclusion of the contract. DESCON will remain at service to Dolphin Energy at all times,” he concluded.



Dolphin Energy Upstream top management presents the Certificate of Appreciation to DESCON's President of Maintenance Division.



Sr. Manager Shutdown, Junaid M. Murtaza's recognition for leading DEL Shutdown Integrated Team

Completion of Preventive Maintenance Automation Exercise

Dolphinsight sat down with Akhilesh Bhati, Manager Automation Reliability, Automation – Upstream, to understand more about the company’s efforts in the recently undertaken Preventive Maintenance Exercise.

Dolphinsight: When did the exercise start and how long did it take?

The current practice of Automation Preventive Maintenance is deployed based on the likelihood of an asset failure, which has been a practice since our plant was first commissioned in 2007.

Our new maintenance strategy, based on Reliability Centered Maintenance (RCM), is more focused on behavior analysis of a potential asset failure and centered on reliability and availability principles. This exercise started in late 2017 with initial data collection for the program, and was finally accomplished in Q3 2018, with implementation in SAP to be practiced by the maintenance team.

Dolphinsight: What is the relationship between automation and preventive maintenance optimization?

Think of preventive maintenance as the pre-identified steps of preventive checks. For example, this can include the checking of cabinet temperature, fan status, as well as maintenance tasks like checking the backup of servers, disk cleaning, as well as disk defragmentation.

Preventive maintenance is a proactive maintenance strategy in which some maintenance is performed on automation assets at regular intervals, to avoid any potential failure, and thus increasing the availability of the asset and avoiding sudden and unmeasured failures. Similar activities are performed for all the failure modes of an asset.

Dolphinsight: How does RCM support Dolphin Energy’s maintenance strategy?

RCM is the third generation of maintenance in which dominant failure modes of the assets and their behaviors are studied by the discipline specialists.

In addition, maintenance tasks are defined and deployed in advance to avoid any occurrence of failure. For example, industry experience reveals that the hard disk of a live server, which operates on a 24/7 basis, is limited to a lifespan of five to seven years. Consequently, we proactively need to replace these hard-disks proactively in five years, as a preventive course of maintenance.

Dolphinsight: How has Dolphin Energy’s maintenance strategy evolved?

Dolphin Energy has adopted the RCM study inputs to all its preventive maintenance tasks of the assets.

The Automation team has deployed this based on the last 10 years’ experience, and as a result, we have moved from second generation to third generation maintenance, which is an achievement the company should be very proud of.

Dolphinsight: What is planned for the future in terms of maintenance?

An RCM based maintenance strategy runs in a cycle and never ends. It is a maintenance approach that is driven by continuous improvement.

Now, after the implementation of the new optimized approach to preventive maintenance, performance will be monitored and tracked through defined KPIs, based on which further improvements will be made in due course.

1 First Generation
Fix equipment when it broke

2 Second Generation
1. Higher Plant availability
2. Longer equipment Life
3. Scheduled overhauls
4. Systematic Planning
5. PM plans based on generic failure modes

3 Third Generation
1. Higher safety
2. Less Impact on environment
3. Higher plant reliability and availability
4. Predictive Maintenance (Condition Monitoring)
5. Longer equipment life
6. Cost effectiveness
7. Tailor made PM plans to plant behaviours

ADIPEC 2018

Dolphin Energy’s participation in ADIPEC – the Abu Dhabi International Petroleum Exhibition & Conference – is an important element in its stakeholder outreach program. The event provides opportunities for the company to raise its profile, develop important relationships and network with oil and industry representatives on sector issues and business opportunities, and provide insight on the company’s operations.

Dolphinsight caught up with three senior Dolphin Energy employees and asked them to provide their thoughts on how presence at the region’s largest oil and gas conference and exhibition supports their efforts.

Mariam Al Badr – Director Corporate Communications
“ADIPEC is simply a must for us. We have a strong presence at the event to help highlight the role the Dolphin Gas Project plays in regional energy security and our impact on economic development and diversification. ADIPEC is the best place to tell our story and since we began our association with the event, we have seen it grow in size and stature, much like our own brand. ADIPEC reminds me not only how far we have come, to take our place among some of the world’s most recognized oil and gas companies, but also the respect with which we are held by our peers.”

Khalid Al Marzouqi, – COO Downstream Operations
“Some of the most interesting conversations I have had about the technical aspects of operating a gas plant have occurred at ADIPEC. The event stands alone in terms of showcasing the latest technologies and services available to the industry and I always encourage my teams to attend so they can soak up the wealth of knowledge and insight available. I use the exhibition to explain our approach to the different aspects of gas processing and like to listen to other perspectives and approaches to similar

challenges faced. Aside from sharing our knowledge during the conference program, our presence allows for more informal conversations that are as valued for the way they provoke discussion and build important relationships.”

Ajlan Al Qubaisi, SVP Marketing & Commercial
“We use ADIPEC as part of our customer relationship program and always ensure they are invited to be with us. ADIPEC provides the perfect environment to hold meetings because our customers can come and be part of one of the most important events in the oil and gas conference and exhibition calendar. This has added value to the relationship and since we introduced this initiative to meet at ADIPEC, we have received very positive feedback from our customers who now look forward to joining us at this time of year.”

Hosted by ADNOC, this year’s ADIPEC attracted more than 110,000 visitors and 2,200 exhibiting companies, including 41 NOCs and IOCs to the four day event. Heads of State, Government Ministers, VIPs and senior representatives of the oil and gas industry were all present at the event which was held under the theme ‘Digitalization in the Energy Sector’.

Once again Dolphin Energy shared exhibition space with Mubadala Petroleum and partner companies including CEPSA, TS&S and Yahsat.



Marketing & Commercial Launch ShareFile

The Marketing & Commercial Division launched a new service to Dolphin Energy's Downstream Customers (ADWEC, SEWA, FEWA, RAKGas, DUSUP, OGC, OOCEP) and introduced a data storage and management system: 'ShareFile'.

This new tool allows the transmission of confidential information between Dolphin Energy and its customers, and supports the company's commitment to strengthen the relationship with business partners by introducing mutually beneficial solutions.

The Marketing & Commercial Division tested the system successfully with its customers over the past several months, enabling the efficient transfer of invoices

and confidential information. After the testing phase, the ShareFile system was officially launched in June 2018.

"The Marketing & Commercial Division will continue providing support to Dolphin Energy's customers and work together towards achieving safer and more secure communications", stated Ajan Al Qubaisi, SVP Marketing & Commercial.

Benefits to our customers:

Security

All information between the company and customer is secured

Real Time

All information relayed instantly online

Operational Efficiency

Save on printing, faxing, manual delivery times

Costs Savings

Associated administration costs savings

File Size

No email constraints to sending large files and documents

Registered Clients

Only registered recipients have access to the documents

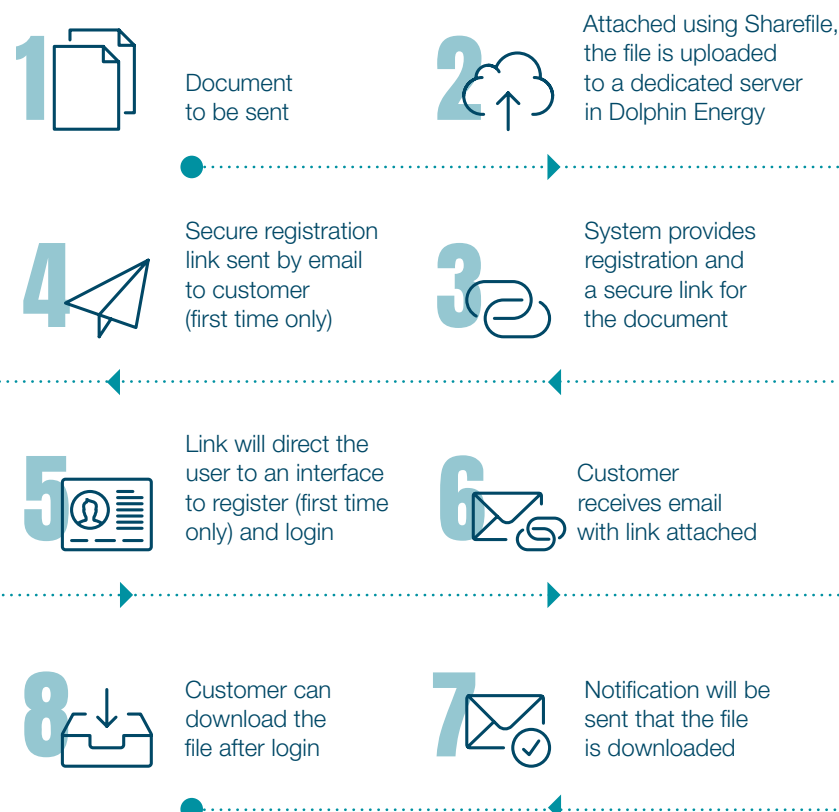
Link Validity

The link is valid for 7 calendar days only

Number of Downloads

1 download allowed, unless otherwise requested

How Sharefile works



Success Story: Offshore Platforms Capacity & Onshore Train Downgraded Operations Studies



In line with Dolphin Energy's commitment to provide safe, reliable and clean energy every day to its customers, the company conducted two major studies for its offshore platforms and the Ras Laffan onshore plant. Both studies tested whether the company's export-gas capacity targets could be safely maximized during a planned or unplanned shutdown.

Supported by the Reservoir Surveillance Department (Upstream Technical Services - TSD), the first study was conducted by the Process Engineering Department to reassess the two offshore platforms. The study, which was successfully completed, aimed at maximizing production from one offshore platform while the other offshore platform was shutdown (DOL-1 or DOL-2).

The second technical study was also performed by the Process Engineering Department (Upstream TSD), supported by a third party consultant, In Process located in Barcelona – Spain, to reassess the maximum safe export-gas capacity of three out of four gas trains at the Ras Laffan plant.

The three-phase study lasted for one year and was supported by input from Original Equipment Licensors, Operations, TSD, HSE and other teams. The study's outcomes demonstrated that the onshore plant could safely operate above its normal 75% production capacity, when one train is not in production. The results of both studies were tested by Upstream Operations to validate the findings.

In January 2018, DOL-1 was shut down for 15 days, and in March 2018, two onshore trains were shut down for 21 days. The tests confirmed that during one onshore train or one offshore platform shutdown, the plant could operate safely at an increased export-gas capacity.



HR&A Launches Two Year Action Plan

In September, HR&A unveiled details of a two year action plan which was developed in the wake of feedback and suggestions conveyed in Dolphin Energy’s 2017 employee engagement survey.

The plan focuses on specific areas for improvement that employees felt was needed including enhancements relating to career opportunities, learning and development, talent and staffing, performance management, rewards and recognition and leadership. In response, the division announced the program which focuses attention on job ladders and job cycle enhancements, increasing the number of cross posting/development opportunities with shareholders and ways to enhance the level of communication between the division and the rest of the company.

Work has started on all of these and in addition, the HR team launched the ‘Lead the Way’ workshop in Qatar and the UAE, to support employees in supervisory positions by giving them the tools and information necessary to lead and manage teams and individuals more successfully.

Commenting on the importance of participating in the survey, Ahmad Al Mawlawi, Director HR&A Upstream said: “Our employees spoke and we listened. It is important they understand that their voice matters.

“We have started to roll out the action plan – starting with Lead The Way – and are putting the finishing touches to other elements which will be shared with the company in due course. We are also about to start work to roll out other initiatives that support career counselling, an enhanced performance appraisal, recognition and rewards and an expanded e-learning platform.”

The engagement survey was the fourth such survey held by the company. With a 76% engagement rate, a very strong, constructive response rate was received, marking an improvement from the previous survey held in 2012 which returned a rate of 65% engagement.

Expanding on the impact of the survey, Abdullah Al Hosani, Director Corporate HR&A said: “Results from the latest survey placed Dolphin Energy in the top quartile, when benchmarked against similar companies. Aside from providing areas for focus and improvement the survey also helped validate the efforts undertaken by teams across the company and it was very encouraging that we scored highly for our commitment to safety, the Dolphin Energy brand, the work/life balance, our open door policy and the benefits we have on offer.”

You Spoke
We Listened

76%

Overall engagement score

- 2017 Engagement survey launched
- ▼ Survey results assessed
- ▼ Engagement Action Plan (EAP) strategy developed
- ▼ EAP Approved and assigned across HR upstream and HR downstream
- ▼ 2019 Target date for EAP completion

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Engagement actions under process, such as:

- The career consulting center
- “Lead The Way” Supervisory skills training
- Leadership tips

....and many more!

HR&A Launches Lead the Way

Feedback from the employee engagement survey revealed that while there are strong policies and procedures in place at Dolphin Energy, many were not understood or applied.

As one endeavor to counter this, HR&A Upstream organized a series of workshops titled ‘Lead The Way’ for Supervisors – those with at least one direct report – to understand and use the tools available at their disposal, that will help them in their day-to-day role.

Taking place in Qatar at the end of May and the end of September and then in the UAE in October, more than 50 employees attended the

three sessions to learn about the policies they are expected to apply. The workshops, which were held in an atmosphere of fun and creativity, also acted as a ‘refresher’ on certain skills that are useful to anyone managing people. These covered topics such as communication techniques, conflict resolution and effective delegation.

“We received strong feedback on all the sessions held in

May and September because they provided a lot of value,” said Abdulla Al Yafei, Head of Learning, HR&A Upstream. “In addition, there was a lot of appreciation for the fact that the content developed was relevant. We took a conscious decision to develop the workshop in-house and make it specific to Dolphin Energy, rather than rely on an external trainer which could have only provided generic examples.

“Those who attended are now better equipped and have the skills and information necessary to better manage their employees. They are also able to make full use of the policies and programs that are in place,” Al Yafei added. Further workshops are planned in the future – be sure to look out for more details.

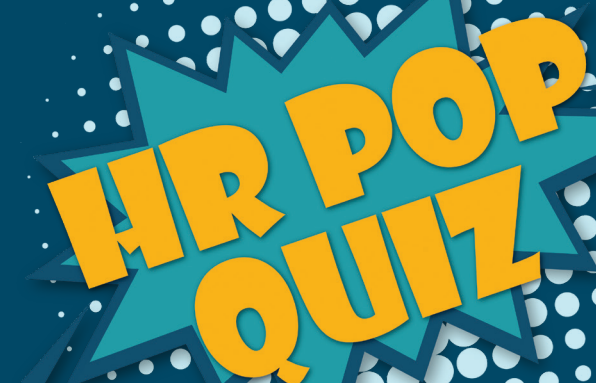
The HR&A Department Upstream has developed a novel way to keep employees updated on important developments - The HR Pop Quiz.

Created as a fun and engaging way to ensure employees are informed and engaged, monthly quizzes covering an important HR subjects are held to encourage participation. Each quiz consists of five questions relating to an announcement or an update with answers available on Dolphin Direct or in one of the recent HR emails to company employees.

“The HR Pop Quiz has proven to be a great success so far and an effective way to get some important messages across to our colleagues. We have been really pleased with the response and it is clear that people are better informed which is very encouraging,” explained Ahmad Al-Mawlawi, Director HR and Administration Upstream.

Since its launch, hundreds of quiz entries have been submitted by employees and numerous winners have been awarded prizes – bringing a little excitement to the proceedings.

Make sure to look out for the next quiz, to ensure you’re up to speed on the latest developments from HR and your chance at winning a prize!



Al Fus-Ha (Office Breakout) Soft Opening

On 16th September, Dolphin Energy was proud to unveil a soft opening of the Al Fus-ha Office Breakout Area on the 9th Floor of Dolphin Energy Tower.

The Al Fus-ha project was inspired by the concept of 'Cultural Change', one of the key pillars of The CORE Project. It provides a platform for employees to meet, interact, collaborate and undertake some leisure activities in relaxed, calming surroundings.

Spread over an entire floor of the Tower, the 530 meter squared facility comprises seven zones, named after local Qatari traditions – Al Sufra, Al Saha, Al Gayla, Al Warshah, Al Hoash, Al Laiwan and Al Dar. Each

zone carries a specific theme helping blend the concept of a work-life balance with work related facilities such as a workshop, meeting room, food area, lounge, mini garden, reading corner, as well as a mini gym and gaming facilities. In addition, an 80m walking track – spanning the 9th floor is a key feature.

The soft opening of Al Fus-ha will enable employees to use the Office Breakout area from Sunday to Thursday for a break away from their daily activities.



“Employees who visited Al Fus-ha for the first time were very excited and provided a lot of positive feedback which was very encouraging. They admired the creative design and are looking forward to the time when the facility will be open full-time.”

— **Jowaher Al Abdulla,**
Manager, Public Relations

For now Al Fus-ha is open for two hours a day, Sunday to Thursday. The space will be fully operational in 2019.

Walking Challenge 2018

Dolphin Energy was one of more than 40 companies based in the UAE that partnered with the Imperial College London Diabetes Centre (ICLDC) and participate in the 'Walking Challenge 2018'.

Co-ordinated by the UAE Employee HSE Committee, the main objective of the walking challenge was to keep employees healthy through being active, regardless of type of sports they are doing. Fifty Dolphin Energy employees took up the Challenge, which ran between May and October.

Each participant used a device to count their monthly steps, which were calculated collectively and shared with ICLDC. The Dolphin Energy team worked very hard and together was ranked 9th place, with a total of 43,942,966 steps by the end of the Challenge.

In addition, The UAE Employee HSE Committee awarded the top five winners who recorded the highest number of steps.

Reflecting on his involvement, Sean Day, Sr. IT Architect & Compliance Specialist, Corporate IT, said: "It was a great opportunity to participate in the competition and a good incentive to stay active, especially at a time of year when you tend to slow down a little. Thanks for the Committee for organizing the initiative. I hope to do better next year."

Congratulations to all those involved!

Month	Total steps	Company Ranking
May	5,540,576	15
June	7,086,871	10
July	8,245,996	9
Aug	8,832,472	6
Sept	8,101,343	11
Oct	6,484,535	13

Month	Rank	Name	Steps
May	1	Changananthara Babu	430,023 Steps
	2	Sean Day	414,438 Steps
	3	Jaimon George	283,299 Steps
	4	Meer Katharkhan	277,078 Steps
	5	Santhi Choppala	272,492 Steps
June	1	Sean Day	550,069 Steps
	2	Changananthara Babu	541,506 Steps
	3	Josefina Battung	389,586 Steps
	4	Brian Davis	387,352 Steps
	5	Mark Oliver	357,568 Steps
July	1	Changananthara Babu	580,918 Steps
	2	Samuel Adame	539,012 Steps
	3	Sean Day	521,930 Steps
	4	Josefina Battung	414,382 Steps
	5	Nadeem Alkatheeri	403,078 Steps
August	1	Khalid Naser Al Saadi	605,966 Steps
	2	Sean Day	515,040 Steps
	3	Samuel Adame	504,482 Steps
	4	Changananthara Babu	472,064 Steps
	5	Anup Sharma	470,084 Steps
September	1	Khalid Naser Al Saadi	731,099 Steps
	2	Changananthara Babu	620,943 Steps
	3	Anup Sharma	616,950 Steps
	4	Samuel Adame	485,187 Steps
	5	Sean Day	408,144 Steps
October	1	Changananthara Babu	645,290 Steps
	2	Anup Sharma	562,371 Steps
	3	Brian Davis	387,030 Steps
	4	Samuel Adame	348,187 Steps
	5	Rajendra Prabhukhanolkar	277,039 Steps

A Day in the Life of... Ameera Ahmed



I Am:

I am a graduate of Accounting from the UAE University (UAEU). I trained in many governmental companies throughout the period of my study, which helped me gain expertise in various fields.

Prior to studying Accounting, I had completed a period of my education at the College of Medicine, which I took on as part of my mother's desire and wishes.

However, my dreams eventually lead me to realizing how much I love finance. As a result, I ended up specializing in Accounting. During university, I was quite active and participated in many competitions where I was nominated for several prestigious awards, such as winning 5th place in the UAE for playing the piano, as well as winning the role for Best Actress at the University's theatre production. I played the role of an indifferent girl who disliked learning and preferred to play and entertain and distract others. She was a bad influence. In the end, her friends graduated but she continued at the university to spoil the chances of future generations with her bad behavior.

I belong to a legal family, and that's why in my free time, I visit my family's law firm and enjoy learning from their expertise, as well as gaining professional skills in law. I'm an ambitious person. I never consider myself in competition with anyone, and I try to keep motivated to work hard, in order to become the best I can be.

On a personal level, I consider myself to be a social person. I love to spend my time with my family and friends. As well, I love participating in various sports, such as shooting, equestrianism, diving. Learning about other cultures and their customs are also favorite hobbies and I love to go to art museums and galleries.

I Do:

I joined Dolphin Energy in 2010 as part of the Finance Department, which was my first job.

When I joined the company, I recall being a little overwhelmed at the start, as the corporate environment was a whole new world to me. However, I shortly became very much acquainted with the workplace and my co-workers. As the days passed, I became very comfortable with everyone, and today I love my work and workplace. I am part of the Budget & Reporting team, my duties consist of providing detailed analysis on the monthly and quarterly financial performance of the company, in order for the management team and shareholders.

During the budget process, we are responsible for preparing the budgets for various reviewing/approving authorities (Budget Review Committee, General Manager, Shareholder Finance Committee and the Board). I also participated in Dolphin Energy's 2020 Team, which was an amazing experience and I gained a tremendous amount of knowledge.



I Aspire:

My dream is to complete the journey of our late father Sheikh Zayed bin Sultan and be a leading role model in all aspects of knowledge, work and morals. I believe that each one of us has to start by working on developing oneself (in skills, competencies and knowledge). Doing so will help the growth and prosperity of this dear homeland.

On a personal level, I strive to eliminate illiteracy, which is the biggest enemy of the human race. I contribute to promoting education in less developed countries and help build charitable schools throughout the world. Specifically, I focus my attention on women, as they help build generations and are the foundation of any society.

Dolphin Energy Sponsors Qatar Society for Rehabilitation of Special Needs

As part of its CSR program and in line with its commitment to support local humanitarian and philanthropic associations, Dolphin Energy sponsored the Qatar Society for Rehabilitation of Special Needs in August 2018.

In response, H.E. Sheikh Thani bin Abdullah Al Thani, Chairman of Qatar Society for Rehabilitation of Special

Needs, expressed his appreciation for Dolphin Energy's donation, which will help support those in need.

Commenting on Dolphin Energy's support, Mr. Hassan Al-Emadi, General Manager – Qatar said: "The company is proud to support such noble initiatives and help address the requirements of children with special needs in the Qatari community. The company's financial support will be used to buy medical equipment such as wheelchairs, electronic medical beds, medical glasses, hearing aids,

special designed laptops and prosthetic limbs."

As part of its social responsibility commitments, Dolphin Energy is aiming to bring joy to those with special needs, and provide them with opportunities to help them integrate into the community, be productive and contribute to the country's progress.



الجمعية القطرية لتأهيل ذوي الاحتياجات الخاصة
Qatar Society for Rehabilitation of Special Needs



A student receiving a unique learning program

UAE Summer School Internship Program

In the UAE, Dolphin Energy launched a new initiative with the aim of engaging with a selection of very special, young students – the sons, daughters, nieces and nephews of our employees.

Employees were requested to nominate a member of their family to participate in a one week training program for Grade 10, 11 and 12 students.

The overall aim of this program was to inspire students by providing them with a real work experience that will help them make better decisions when choosing their college studies and their career paths in the future.

During the program, students were given the chance to witness the dynamics of a working environment first-hand, and to experience the daily tasks that go into managing a business. The students were exposed to all Dolphin Energy's departments and were given a better understanding of how the

organization operates. Members from each department gave an interactive presentation, which included fun activities, competitions, and giveaways.

This program is an essential part of Dolphin Energy's Corporate Social Responsibility towards being an active member of the community and supporting our younger generation. According to feedback received, it was an extremely successful program. "I really learned a lot from the short time we spent at Dolphin Energy. It opened my mind to new possibilities, and helped me understand how an organization works," stated Zayed Al Shamsi, son of Ahmed Al Shamsi, Process Engineer-Technical Services Downstream."

"I felt the program empowered the students and exposed them to what their parents do at their jobs, how a corporate environment operates, and what skills you need to work in a company. Overall, I'd like to thank the HR Department for launching this great initiative," stated Lona Rabah-Information Technology & Security Coordinator, whose daughter, Jeeda Al Khaldi was part of the program. The company intends to continue running this initiative on an annual basis.



Qatar Summer Internship Program Completion

“Our summer internship program is one of the most effective ways students can learn about the corporate world and apply what they have learnt in their studies.”

— Hassan Al-Emadi
General Manager – Qatar

The Public Relations Department joined forces with HR&A Upstream/Talent Management Department – Career Development Section to celebrate 12 Summer Internship students, who successfully completed the program from July to September 2018.

The event took place on Thursday 30th August 2018, at Al Fus-ha Area and was attended by members from Top Management, students' Department Managers and Mentors, as well as the Career Development Team.

The Summer Internship Program is an annual initiative, which aims at providing national students from both high schools and universities the opportunity to gain practical experience within their fields of study and fulfill one of their graduation requirements by implementing what they studied in their field.

The 12 students were selected from career fair events and educational institutions. The students spent more than six weeks working at the Doha offices or Dolphin Energy Plant at Ras Laffan.

"Held on an annual basis, our summer internship program is one of the most effective ways students can learn about the corporate world and apply what they have learnt in their studies," commented Mr. Hassan Al-Emadi, General Manager – Qatar. "This year's intake was a credit to their educational institutions and themselves and we wish them well in the future," Al-Emadi added.

The departments who coached the students included the Operations Upstream, Technical Services, IT Upstream and Talent Management. At the end of the ceremony, members from the Top Management team distributed certificates and wished them a bright future.



Zayed Heritage Festival

The UAE's Founding Father, Sheikh Zayed once stated: "He who does not know his past cannot make the best of his present and future, for it is from the past that we learn".



Every year, The Zayed Heritage Festival celebrates the UAE's history and heritage through its cultural activities and celebrations, and commemorates the legacy of the country's Founding Father.

As part of the UAE National Day celebrations, the festival takes place from 30th November to 26th January, and is held every year at Al Wathba. The company is a proud sponsor of the event and participates in a stand at the Sponsor Exhibitor Area.

"Dolphin Energy's stand features fun and engaging activities, all reflecting the UAE's past. It is important to celebrate the UAE's culture in a way that can be both understood and enjoyed by the younger generation. Some of the activities featured at the tent included a selfie photo with our company

mascot, Khaled, videos highlighting the legacy of Sheikh Zayed, face-painting, as well as fun board games," stated Mariam Al Badr, Director Corporate Communications. "This sponsorship is an opportunity for Dolphin Energy to highlight its commitment to sponsor initiatives that convey the UAE's rich heritage, and the efforts we undertake to encourage the younger generation to learn more about their country's traditions," she added.

The festival celebrated Emirati arts, crafts and presented a wide range of traditional activities, performances, and engaging workshops. Some of this year's highlights included the participation of more than 30 countries in an international pavilion, as well as an opening parade and firework display.

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.



Following the successful completion of Dolphin Energy's Summer Internship Program, Dolphinsight spent five minutes with....

Abdulla Al Hosani

Director, Corporate HR&A

to talk more about the company's approach to internships.

Where do we source our interns from?

We usually welcome our interns from any university, whether in the UAE or abroad.

However, we usually look for key competencies and skills like a willingness to learn, strong communication and interpersonal skills. As you may know, we recently widened the net a little to include the sons and daughters of our employees.

How is the Internship Program structured?

We usually receive internship requests from universities, which includes the CV of the intern, a transcript which features more information about the student, expectations for the internship, as well as the proposed duration of their stay at Dolphin Energy.

Once we review the CV of the intern, we analyze the most suited department for them that matches their profile, skills, their major (if they are in university) and the overall transcript.

We work closely with the department to ensure that they can accommodate an intern and work out a learning plan for them, which includes key milestones, projects and activities. Once the department confirms, we ensure that all logistics are prepared, such as access cards, IT equipment, etc.

After our internal logistics have been organized, we confirm the internship plan and dates with the university,

and communicate directly with the student about preparing for their internship.

An HR&A representative welcomes them on their first day, and escorts them to the relevant department. Once their internship is almost complete, we finalize all the necessary paperwork (forms, attendance sheets) as well as a certificate of appreciation, cheque and symbolic gift, which is handed to the student on their last day.

How much value can be placed on an internship – are they useful?

Internships offer practical experience for those wishing to learn more about the corporate environment. From a student’s perspective, they can apply some theory to practice and get an appreciation of the mindset and soft skills required for the workplace. They can also use the time to reaffirm plans in place for life after studying.

From an employer perspective, we can use internships to engage and ensure our

programs remain fresh, relevant and interesting.

We may also be lucky enough to identify potential new candidates who would be a good fit for us!

What have been the highlights from this year’s internship program?

Since 2017, we started receiving internship requests from high schools, which has been a new experience for us, since we were used to hearing only from universities.

We saw the value in this and by extension, discussed this internally and came up with the idea of a high-school focused “Summer Internship Program”.

The Summer Internship Program is a one week program for our employees children or relatives, who are in Grades 10, 11 or 12, and want to learn more about Dolphin Energy and experience what working life is like. While we were keen to give them a flavor of the corporate world, we designed

the program to be fun and easy for students to learn more about how a company functions and operates.

The students got to meet a number of people from each department/ division, and learn about all facets of the company.

I hope they understand the important and valued roles their parents or relatives play when they come to work here. It is a great learning experience for them and I am sure they will retain what they learned. It would be good to know that some will be a little less apprehensive when it’s time to take the first steps into a career.

What are your plans for the 2019 Internship Program?

We are certainly keeping up with the momentum and are very excited to welcome more internship students, both from high schools and universities.

As per our plan, we look forward to welcoming around 15 interns during 2019.

“We work closely with the department to ensure that they can accommodate an intern and work out a learning plan for them, which includes key milestones, projects and activities.”

— Abdulla Al Hosani,
Director, Corporate HR&A