

DOLPHIN ENERGY'S NEWSLETTER

Dolphinsight

May 2019
Issue 45

**Introducing Advanced
Sub Sea Intervention
Support & Technology**

ASSIST



COMPANY

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CAPTURED

Welcome to this Issue of Dolphinsight.

We kicked the year off with our 2019 Annual Staff Meeting, which provided the chance for employees to come together and recognize those who had completed 5, 10 and 15 years' service to the company.

Colleagues were updated about company developments, other highlights and successes throughout the year and learnt what the year had in store.

In this issue, our new CEO, Obaid Al Dhaheri delivers a message to employees and there are updates on two of the company's long term programs, The CORE Project and Future Forward. We are also unveiling the brand new Advanced Subsea Intervention Support & Technology (ASSIST) pipeline repair system which is a fantastic new offering from the company. You can learn more about the ASSIST by reading an interview with our SVP Projects, Anwar Zuarub.

From a community standpoint, the company participated in three important education focused events - Abu Dhabi Science Festival and Think Science, both of which attracted thousands of students from across the UAE to learn more about STEM (science, technology, engineering and mathematics) and the career networking event as part of our TAMUQ sponsorship.

Day In the Life reveals an unsung hero in Warren Kyle while further updates on our colleagues successes can be read between pages 16-24.

We hope you enjoy the read, and as always, we welcome your feedback and suggestions.

Sincerely,
The Dolphinsight Team



New CEO Note for Dolphinsight

I am extremely proud to be Dolphin Energy's next CEO. The stature of my predecessors – Ahmed Ali Al Sayegh, Ibrahim Ahmed Al Ansaari and Adel Ahmed Albuainain – reminds me how important this role is. I am very excited about the challenge ahead.

I have been at the company for 15 years so I already know many of you very well. I know it is important to have the highest standards and practices in place and I also know that we need talented and committed people to succeed. Thankfully, we have these necessities in abundance.

We have a set of new challenges for the year which require everyone's commitment. With your input, the support of our shareholders, our strategic partner QP, our customers and our many contractors and suppliers, I have no doubt that we will rise to those challenges once again.

Dolphin Energy is playing a vital role in the regional energy industry and I am intent on ensuring we tell our story. We have a fantastic team in place and I look forward to working with Hassan and the rest of the senior management teams in Qatar and the UAE as we strive for more success.

Good luck to you all for the rest of 2019. Please keep up the great work and thank you all for your support.

Dolphin Energy Celebrates the Annual 730 BCF Target

One of the many important milestones reached in 2018 was the annual 730 billion standard cubic feet (BCF) production target, made achievable with a strong commitment to health, safety and the environment.

Mr. Hassan Al-Emadi, General Manager – Qatar celebrated this accomplishment and ensured to congratulate every employee at both Doha and Ras Laffan by visiting every floor at Dolphin Energy Tower and each department and facility at the company's gas processing plant in Ras Laffan.

Commenting on this occasion, Mr. Al-Emadi said: "It is very pleasing to see that we delivered another strong performance across many areas of the company over the last year including achieving our annual gas production target of 730 BCF.

"I would like to extend my congratulations and appreciation to all the teams especially Upstream Operations for their contribution, dedication and commitment in making these achievements a reality. Well done!"

730 BILLION
STANDARD
CUBIC FEET

Dolphin Energy's Advanced Subsea Intervention Support & Technology (ASSIST) pipeline repair system

Introducing A Unique Subsea Launcher & Receiver

In January, Dolphin Energy's Projects Division confirmed the new Advanced Subsea Intervention Support & Technology (ASSIST) pipeline repair system was ready for use. Following several years of technical studies needed to evaluate and select the best repair strategy, the system can now be deployed in the event of a rupture to the 36" sealines or the 48" export pipeline.

The system is designed to minimize disruption from any accidental damage (such as a ship sailing with its anchor deployed) and restore gas supply to the Emirates in the quickest possible manner. The system will help reduce significantly the time required to repair the large subsea pipelines to resume operations and gas supply to the UAE.

The repair strategy includes equipment, systems and processes to decommission the pipeline, isolation of the pipeline to create a safe working environment, and repair and recommission the pipeline to resume gas supply services. This includes large bespoke subsea repair equipment to handle the pipeline on the seabed and carry out several repair welds in a hyperbaric condition, subsea.

Dolphin Energy took the decision to adopt the hyperbaric welded solution for the ASSIST because of the criticality of the 48" Export Pipeline to maintain and support energy security for the UAE. This means that the pipeline will be welded back to its original condition rather than repaired by using a mechanical connection.

Commenting on the significance of the system, our CEO, Obaid Al Dhaheri, said: "Dolphin Energy supplies around 30% of UAE's energy requirements so our pipeline system is therefore a major strategic asset for the country. To mitigate any accidental damage to the company's pipeline system, the ASSIST system was developed as a comprehensive and long term commitment, with particular attention to the 48" Export Pipeline taking into account its unique criticality, size and rating."



A Unique Diverless Subsea Launcher and Receiver

The ASSIST system also includes a unique diverless subsea launcher and receiver which can be installed on the seabed without the use of any foundations. The use of large valves on the launcher and receiver allows inline tools to be received and launched subsea without re-flooding the pipeline. The state of the art subsea tools were developed by Dolphin Energy in close cooperation with the Norwegian State Oil Company, Equinor (formerly Statoil), which has been running a large scale pipeline repair and subsea intervention system in the North Sea region for the last 35 years.

"The collaboration with Equinor has allowed Dolphin Energy to access the latest proven designs for subsea repair tools and processes. The cooperation will continue during the maintenance and intervention phases and we are delighted to partner with them in this manner," added Anwar Zuarub, SVP Projects.

While the ASSIST system covers Dolphin Energy's pipeline system, it can be utilized on other pipelines ranging from 10-inches to 48-inches. Furthermore, the subsea equipment can be used for a wide range of works such as pipeline repair, tie-ins and tie-backs, hot tap and major subsea inspections such as concrete coating removal. Most equipment is designed to work remotely without the use of divers which is safe and cost efficient.

To support ASSIST, Dolphin Energy has entered into a strategic agreement with KIZAD Industrial Zone and Khalifa Port and constructed a custom made Marine Base at KIZAD's facilities that will serve as a hub for the subsea repair tools and offshore mobilization.



202 Employees Recognized at Annual Staff Meeting

A total of 202 long-term service and unique contribution awards were given to 52 UAE employees and 150 Qatar employees at the company's Annual Staff Meeting which took place in the UAE & Qatar in late January 2019.

Out of which, a hundred and twenty five Qatar based employees and forty one UAE based employees received long-term services awards of 5,10 and 15 years. Each received a specially designed trophy, a certificate and a cash gift for UAE employees and gold coins for Qatar employees to mark their commitment. "We are delighted so many have received an award. It demonstrates that employees enjoy a long-term career with the company and shows that we can retain our talent as an employer of choice. Congratulations to all recipients," explained Abdullah Al Hosani, Director Corporate HR&A.

of successful achievements and reaching key milestones. Both Mr Albuainain and Mr Hassan Al-Emadi, GM-Qatar, used the meeting as a platform to remind employees about the need for continuous improvement and to take every opportunity to learn lessons offered by mistakes made.

Adding to this, Mr. Obaid Al Dhaheri, Dolphin Energy's new CEO, commented: "2018 was a successful year and we achieved almost all the company's strategic year-end objectives. There have been some lessons learned through some safety incidents. This only demonstrates the need to implement the Integrated Safety Culture Program, and I look forward to better improvements in the way we operate, both in our facilities and offices."

The annual meeting commenced with a welcome note from Mr. Adel Ahmed Albuainain in UAE and Mr. Hassan Al Emadi, General Manager – Qatar in Qatar who expressed their gratitude and appreciation to all Dolphin Energy employees for their performance in 2018.

Mr. Albuainain expressed his confidence that all employees will continue to help Dolphin Energy reach its objectives and ensure the company remains an employer of choice. He addressed all employees and thanked all divisions and departments for their efforts, and acknowledged that 2018 had been a year



The CORE Project Selects New Process For Improvement



In December, The CORE Project announced details of plans that had been put place to improve the HSE Incident Notification and Classification process. This new process will complement efforts already undertaken by the team to improve HSE Risk Management, Procurement and Corporate Governance, Procurement Digitalization as well optimize Routine Reports and Routine Meetings.

The HSE Incident Notification and Classification process was chosen because while it was ranked number 13 in the process improvement survey taken by senior management, it was important to address shortfalls sooner rather than later.

Commenting further, Rasheed Al Rasheed, Program Director for Process Improvement said: "Now that the first five processes chosen are well into the development stage it was the appropriate time to focus on a new process and the HSE Incident Notification and Classification process was chosen."

Currently, incident and notification processes are inconsistent across Dolphin Energy locations and a common database with details for reference needs better development to be more effective.

"In addition, investigations take too long which is why we are going to align policies and procedures for consistent reporting, define more accurately the criteria for what constitutes an incident and dispense with the chain of command approach to reporting and encourage every employee to report incidents," Al Rasheed added. A team has been put in place to oversee the improvement program.

Process	Division/Department	Process Owner	Program Manager	Sponsor
Incident Reporting	HSE&S	Amar Khuzaei	Nimer Ibsais	Hamad Al Sheebani

"I would like to wish Amar, Nimer and Hamad well as they embark on this challenging and critical task. If you are asked to support their efforts, please ensure you do so," Al Rasheed concluded.

Digital Innovation Ambassadors Selected for Future Forward

At the end of December, the Future Forward team unveiled details of the program's Digital Innovation Ambassadors.

Comprising a select number of Dolphin Energy employees who will assist in the company's digital transformation, the Ambassadors will act as focal points for the Future Forward program, assist in their

department's digital transformation, help drive a digital culture and build digital communities across the company. Representing the divisions and departments across the company, they are:

Ambassador Name	Location	Department
1 Mohamed Khalil	Upstream	Operations Upstream
2 Osama Al-Ejji		TSD Upstream
3 Amar Al Khuzaei		Corporate HSE&S - Qatar
4 Mohammed Javed		Administration Upstream
5 Dana Al-Emadi		Information Security
6 Juan Sierra		Upstream Operations
7 Ramadhan Al Balushi		Field HSE
8 Walid Yassin		P&C Upstream
9 Hamad Mahmoud M A Al-Mulla		HR Upstream
10 Amal Al Ashqar		Finance Upstream
11 Hessa Al Ajami	Downstream	Operations Downstream
12 Meisa Saleh		HR Corporate
13 Mohamed Abdelraouf		Marketing and Commercial
14 Shareefa Al Adawi		Corporate HSE&S - UAE
15 Samer Younes		P&C Corporate
16 Shaima Al Marzouqi		Operations Downstream
17 Nadeem Al Katheeri		Finance Downstream

"The Digital Innovation Ambassadors will be vital to the success of Future Forward. First, experience from The CORE Project has revealed cultural change can only take place if employees have a role to play. We are delighted they have volunteered to join the program because they will play a crucial role in cascading the digitization strategy, roadmap and principles and help identify new digital opportunities across each business division," explained Malik Meftahi, Program Director. "They will also become digital services early adopters and participate in transferring the knowledge and skills we will give them to their colleagues," Meftahi continued.

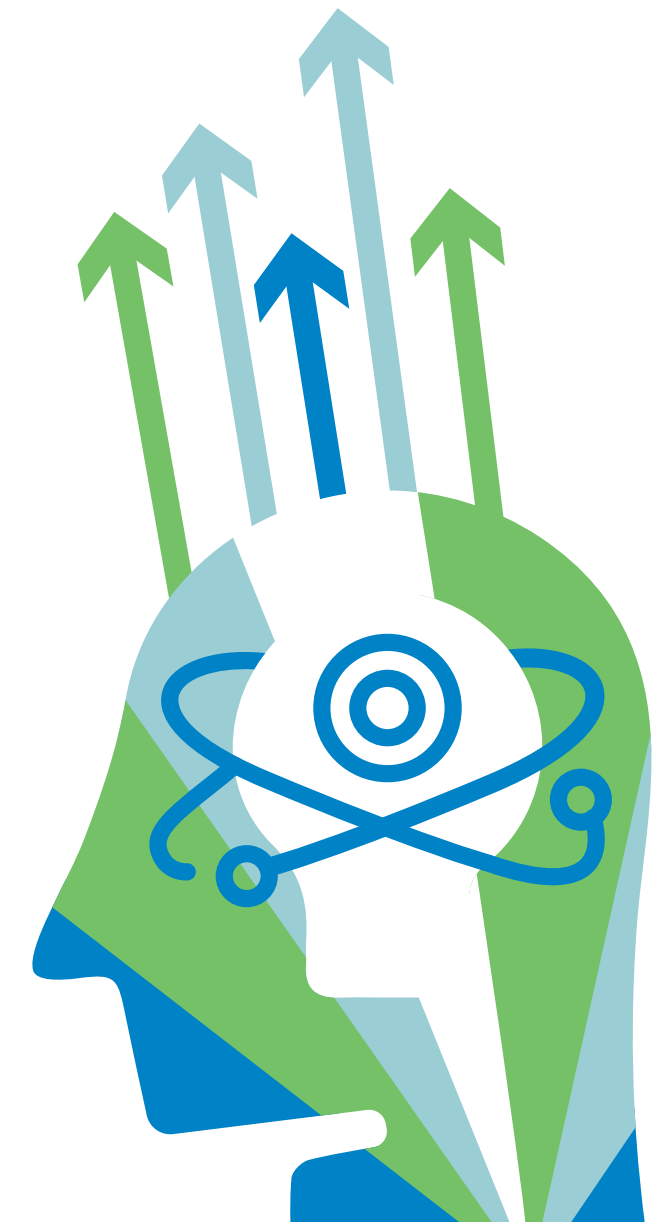
Launched in 2018, Dolphin Energy's digital transformation program will help enhance the company's operational safety and security, asset availability, reliability and efficiency and business productivity across the supply chain. To support, 34 strategic digital initiatives have been earmarked for implementation over the next three years, 16 of which will begin in 2019.

Gartner Provides Strong Endorsement to Future Forward

In November, Dolphin Energy attended Gartner's CxO Symposium to glean new insights, value and advice on its digital transformation program. In addition, the company received a strong endorsement from Gartner on its digital transformation efforts.

Gartner stated "...we were delighted to recognize and complement Dolphin Energy on its advanced state regarding its digital maturity, a clear reflection of leadership and execution excellence. Across 10+ GCC peers that attended our dedicated GCC Oil and Gas roundtable onsite (Oil and Gas Majors) – Dolphin sits in the top quartile of maturity in its execution of this opportunity."

"Describing us as a leader for the region and placing our digital journey in the top quartile of energy companies across the world is very encouraging. This should inspire us all to embrace change and help develop a new, digital culture," said Khalid Khori, Program Director, Future Forward.



Offshore Operations Celebrated Zero LTI in 2018

In November, the Offshore Operations team celebrated its milestone achievement of zero LTI (lost time incidents) on the DOL2 Platform/Nobel Houston Rig for the 11th consecutive year.

The celebration was attended by Offshore Operations team members, along with representatives from Total and Noble Houston Rig.

Dolphin Energy Quality Celebrates World Quality Day 2018

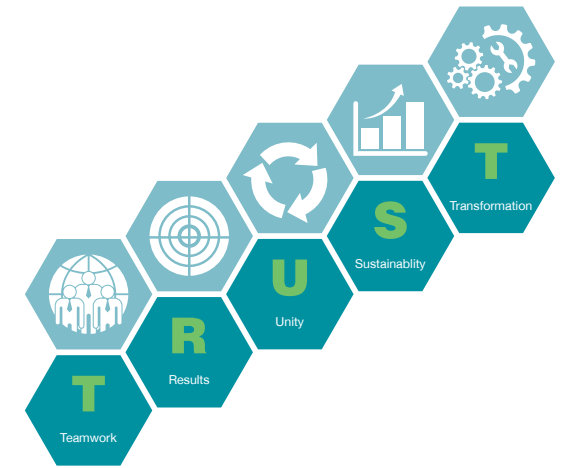
On 8th November 2019, Dolphin Energy marked World Quality Day (WQD) for the fifth consecutive year.

“World Quality Day (WQD) is celebrated to increase awareness of the importance of quality and its contribution to organizational and national growth and prosperity. WQD provides a platform to enhance a positive quality culture, improve quality and increase customer satisfaction in a collaborative and innovative environment,” stated Rasheed Al Rasheed, Director Risk and Quality.

A range on activities were held across the company under the theme ‘Quality, a Question of Trust’. The Corporate Risk and Quality Department developed a campaign banner and displayed it across locations in Abu Dhabi, Taweelah, Doha and Ras Laffan.

“Using the word ‘TRUST’ as an acronym, we wanted to demonstrate that we can build trust through teamwork, with the aim to achieve consistent results, with a unity of objectives that would help achieve sustainability and transform the company into a world class quality oriented organization,” explained Muhammad Awais, Senior Manager Quality.

In addition, the Projects Division celebrated WQD at the EPRS Marine Base in KIZAD, Abu Dhabi, where a day of events designed to promote quality took place. This included workshops, quizzes and poster displays with rewards and gifts distributed to quality performers in recognition of their efforts.



Addressing colleagues and contractors, Michel Bibby, Projects Director, Offshore Projects said: “We are celebrating the importance of trust and your contribution to its growth and maintenance is helping enhance quality in everything we do. We must embed quality in all areas of the business and strive for continuous improvement, business excellence and sustained profitability.”

In a mark of solidarity and collaboration, contractor Saipem also marked WQD at its offices in Italy.



Dolphin Energy Participates in the 15th Annual Engineering Forum

On 3rd December, 2018, Dolphin Energy joined other Ras Laffan operators and participated in the 15th Annual Engineering Forum, which took place at the Qatar National Convention Center.

Sharing operational experience, achievements, challenges and lessons learned, our colleagues from the Technical Services Department Upstream showcased three posters and delivered three presentations:

Posters

Authors	Title
Mahdi Al-Ahbabi	Methanol Stress Corrosion Cracking In a Gas Plant
Ibrahim Al Baker	Off Gas Compressor System - Reliability Challenges
Aeman Ahmad Al Jumaily	Reducing Steam Consumption in NGL Recovery Unit

Presentations

Authors	Title
Akhilesh Bhati	Challenges in Obsolescence Management of Automation Systems
Suresh Ramasamy	PM Optimization through FMEA/RCM for Automation Systems
Stephen O'Neill	Steam and Power Optimization Within an Onshore Gas Processing Facility

Other operators expressed considerable interest in all of the topics presented by our colleagues, leading to positive feedback and comments.

In addition, many of the papers presented by other operators helped address some of the company's operational challenges.



“Customer satisfaction does not come easily. It requires the steadfast cooperation of the entire Dolphin Energy family, as well as careful collaboration with our partners.” Aijan Khalifa Al Qubaisi
Senior VP, Marketing & Commercial

A Message to Dolphin Energy's Customers - Our Partners in Success

An important factor in the success of The Dolphin Gas Project was the levels of trust and confidence our customers placed in us.

Your support helped create a very strong platform on which we could develop and maintain solid relations with you.

Over the last 15 years, the role of the division has evolved and grown. The levels of coordination between our upstream and downstream operations have been unrelenting, resulting in safe, reliable supply of natural gas to ensure we meet our commercial obligations and helping maintain energy security for the UAE and Oman.

Witnessing customer satisfaction in our services is a highly gratifying experience. Thanks to our firm commitment and the honest feedback you have provided in the past, we have been able to consistently meet your requirements and support the energy needs of the region's people in the process.

While we can take great pride in our collective achievement, we cannot lose momentum or focus. Customer satisfaction does not come easily. It requires the steadfast cooperation of the entire Dolphin Energy family, as well as careful collaboration with you, our partners.

Teamwork has been essential for our continued success. For this, we at the Marketing & Commercial division are extremely grateful for all your support and assistance.

At Dolphin Energy, we believe that striving for success is continuous; a journey that never ends. This is why we're confident that 2019 will provide an excellent experience for you.

Nighttime Safety Inspection of the Downstream Pipelines

On the evening of 16th January 2019, a thorough inspection of the safety aspects of Dolphin Energy's downstream pipelines was launched, following a series of vehicle collisions into the fence surrounding the pipeline corridor area.

With an inspection plan in place, the Downstream Operations team kicked off the journey to inspect selected routes of Dolphin Energy's pipelines and assess the areas which may be prone to incidents caused by reckless drivers.

Led by the COO, Khalid Al Marzouqi and members of the Operations, Technical Services and Field HSES teams, the inspection started in Abu Dhabi at 6:30pm and concluded in Fujairah at 2am.

The team continued the inspection on the second day, heading from Fujairah at 4:30pm, following another route towards Dubai and finally reaching Abu Dhabi at 10:30pm.

Following the inspection, a technical report was issued to all concerned departments in order to address the findings. A number of items requiring immediate attention was identified including installation of crash barriers in front of the remote station gates and provision of pole-mounted beacon lights to increase visibility

of the stations at night, helping ward off careless drivers.

Ironically, while the inspection team was on the Right of Way (ROW) at around 1:30am, a reckless driver passed in front of the team, almost hitting the fence of the pipeline corridor!

"While it was exasperating, the inspection was necessary and beneficial. It helped identify some vulnerable areas in our UAE gas pipeline network, and allowed us to come up with the means to rectify them," explained Khalid Al Marzouqi, Chief Operating Officer, UAE. "Mitigation measures will also be taken to reduce the risk of late night traffic, which is heavy in some areas along the pipeline route," Mr. Al Marzouqi added.



Interview with Rasheed Al Rasheed, Director Risk & Quality

Question: Why has the Quality Department been restructured?

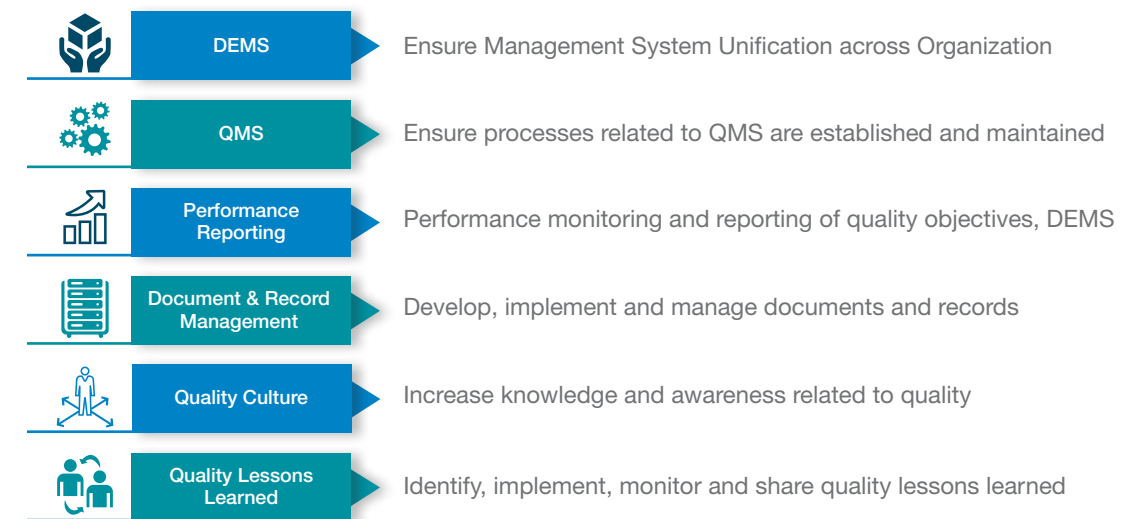
Rasheed Al Rasheed: The Quality Department was restructured with the intention of enhancing a positive quality culture, and ensuring key processes like DEMS, QMS, Performance Reporting, Quality Lessons Learned would be used to ensure continuous improvement, sustained success and business and operational excellence. We are intent on supporting and achieving Dolphin Energy's vision and mission and helping sustain profitability, optimizing costs and improving efficiency.

Q: Who is your team?

RAR: We have a team of seasoned and experienced colleagues. Senior Quality Manager Muhammad Awais and Senior Corporate Data Management Specialist, Cenon E. Velasquez. We are in the process of recruiting a Quality Specialist who will support the team.

Q: What is your Department's role?

RAR: There are six important areas that we cover. They are:



Q: Can you expand on the importance / function of the DEMS?

RAR: The DEMS procedure was issued in October last year and collects all management systems and documents across the company. These include policies, plans, procedures, terms of reference, project charters, process flow charts, guidelines, and forms used to ensure all tasks required are met against a set of objectives. To support this process, Business Unit heads nominated Quality Champions to be focal points and help implement the concept and principles of quality in their respective teams.

In addition, we are working closely with IT to develop a dashboard and portal for DEMS where all documents will be available. Status reports can be generated in order to track and enhance DEMS documents and performance.

Q: What else are you doing to embed quality across the company?

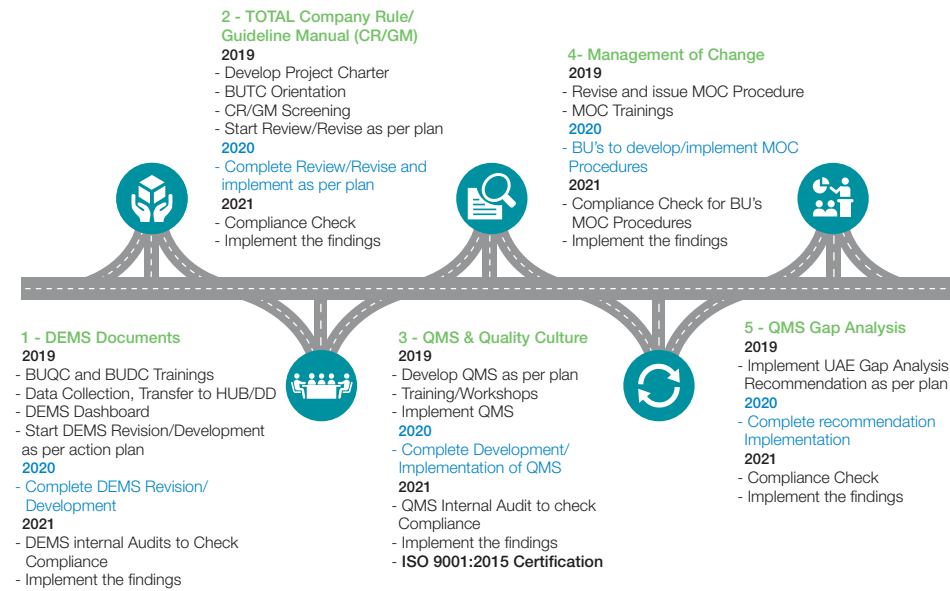
RAR: First, we developed and issued a Quality Policy which outlines top management commitment towards quality and continuous improvement. In addition, we developed values which capture very clearly our beliefs for quality:

Q uest	• Quest for excellence
U tilize	• Utilize resources effectively
A chieve	• Achieve results consistently
L ead	• Lead with vision and mission
I mprove	• Improve processes continually
T eamwork	• Teamwork is our strength
Y ield	• Yield desired results

We also issued our own mission statement that provides direction for the team. Furthermore, we have developed the quality framework in line with our quality values, based on the 7 quality management principles targeting continual improvement. We have also adopted the PDCA approach (Plan, Do, Check and Act). This will support our efforts in achieving our quality objectives and goals, and customer and stakeholder satisfaction.

Q: Moving forward, what are your plans over the next 12-36 months?

RAR: Five key projects have been prioritized and a three year roadmap has been developed as summarized below:



Q: If you can summarize the importance of quality, what would you say?

RAR: We define quality as *“doing the right things at the right time, in the right way with the right people to produce products or services with an optimized cost”*.

Quality has played a vital role in the growth of our business and helped us in our ongoing commitment to sustainability. It has also allowed us to meet and exceed our customers and stakeholders needs and expectations.

The Quality function has equal importance as other functions in setting strategic directions and sustaining business for the company. Development and implementation of quality management systems will create lasting value for all our stakeholders and develop new ways to innovate and optimize costs.

HR Policy Upstream Sector Alignment

In 2018, Dolphin Energy adjusted its HR allowances and benefits policies, in a move to align them with other operating companies in the Energy and Industry Sector in Qatar.

By reviewing and analyzing the required changes to the HR Policy Manual, it became apparent that the change would be both complex and multi-faceted.

As a result, a Policy Alignment Committee was organized to develop a comprehensive plan to ensure smooth implementation.

The Committee comprised representatives from HR, PR, IT, Finance and Legal, each of whom worked diligently to ensure a manageable implementation strategy was developed, with minimal impact to Qatar employees.

The core strategy was to develop a transparent and straightforward communication plan, which included Town Hall sessions in Doha and Ras Laffan where employees could raise questions and concerns. HR Representatives were also on hand to provide support while a

comprehensive question and answer document was developed and distributed to help drive awareness across all operational sites. To complement these efforts, the Committee tackled other crucial elements such as SAP system readiness and developing a new localized HR Policy Manual.

The new HR 'Policy Manual Upstream' was launched in January 2019. By only applying changes to nominated allowances and benefits and by securing some key policies for existing employees, the Committee was able to satisfy both the Management's and employees' expectations as well as adhere to sector alignment requirements.

The results of the policy sector alignment exercise have been rewarding and positive and will help ensure Dolphin Energy remains an Employer of Choice.



HR Upstream Pilots Career Counseling Center for Developpees

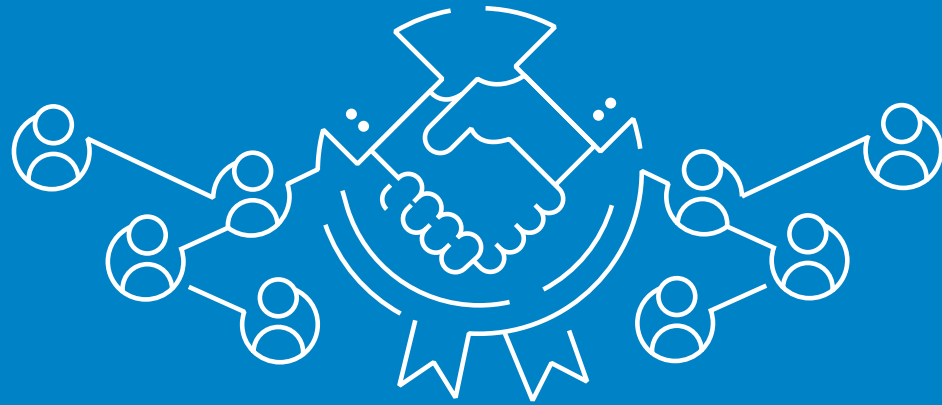
In December 2018, HR&A Upstream launched the Career Counseling Center, in response to comments captured in the 2017 Employee Engagement Survey. Results of the survey indicated that some employees felt uncertain when it came to their career path and growth options within the organization.

In order to tackle this matter, HR&A came up with the idea of piloting a Career Counseling Center and included the initiative as one of the items on its Engagement Action Plan.

Initial focus of the Center has been given to National employees who are currently under one of the company's approved development plans, such as the Individual Development Plan (IDP), Career Enhancement Plan (CEP) or Open Development Plan (ODP).

The Center allows employees to schedule a meeting where they can discuss their career paths and development plans, review training courses that are on offer and raise questions or ask for guidance directly from a dedicated Career Development employee.

With the knowledge and feedback gained from this pilot scheme, HR&A hopes to expand on this initiative even further in 2019.



28 Employees Completed Development Plans in 2018

Twenty eight employees completed their development plans in 2018, illustrating Dolphin Energy’s sustained commitment to encouraging and ensuring employee development.

Representing various areas of the company, including Technical Services Upstream, Operations Upstream, HR&A Upstream, P&C Upstream and IT Upstream, 13 employees on Individual Development Plans (IDP), 13 employees on Career Enhancement Plans (CEP) and two employees on Open Development Plans (ODP) completed their programs.

Mohamed Al-Adba, Manager Automation Asset Management said: “The CEP was very useful and added to my career where I was able to improve my managerial skills.”

The IDP, CEP and ODP help ensure employees have the necessary competencies to perform their work safely, efficiently and effectively, and are designed and implemented to support Dolphin Energy’s core competency model.

With several active development plans currently in place, we look forward to the completion of more plans in 2019.

Interview with Nadeem Al Katheeri

1. How were you chosen to be part of the Impactful Leaders Program?

I always wanted to join an esteemed leadership program. One day, I came across an advertisement about the Impactful Leaders Program (ILP) from the Mohammed Bin Rashid Center for Leadership Development (MBRCLD).

I took my chance and applied in both Arabic and English. The selection process was divided into 5 phases:

- Filling the application on www.mbrclcd.ae both in Arabic and English
- Attending interviews based on a case study
- Sitting for tests based on a case study
- Attending an interview with an MBRCLD Human Resources Consultant
- Attending 2 interviews with MBRCLD Management

MBRCLD chose 27 candidates – including me – from over 1,000 applicants.

2. Tell us more about the program – what is its primary objective and what does it entail?

The ILP is the first program launched under the Mohammed Bin Rashid Center Leadership Framework. The framework aims to develop eight competencies: people first, strategic foresight, global citizenship, diversity and inclusion, disruptive mindset, curiosity and agility, passion and commitment and value creation.

MBRCLD delivers these competencies by creating a comprehensive learning process that combines learning via experience and application as well as learning from peers and senior leaders in government institutions and the private sector.

In addition, the program included 19 activities that were divided over three major courses, four physical courses, and three psychological courses, along with nine executive guidance sessions.

3. What are some the key highlights of the Program?

Over 12 months, participants of the program participated in over 120 lectures, visits and workshops, as part of three leadership courses conducted by three leading international universities: the University of California-Berkeley, the International Institute for Management Development (IMD) in Switzerland, and Imperial College London.

Participants also had the chance to travel to San Francisco and Estonia, which included visiting the headquarters of Ford, Tesla and Uber, and meeting with the President of Estonia and the Speaker of the Estonian Parliament. The participants of the program underwent comprehensive exams and interviews, and an executive mentor was allocated for every participant during their training to monitor their progress.

4. What was one of your favorite memories during the Program?

One of my favorite memories was visiting Tesla’s factory in Fremont, California. I have always read about new concepts such as AI, robotics and the fourth industrial revolution, but to have a sneak peek into the most advanced automotive factories in the world is something spectacular.



5. How has the Program impacted you, on a personal level?

On a personal level, I got an enormous amount of experience and learnt a lot.

I had the chance to understand the alignment of the UAE vision 2021, UAE vision 2071, Abu Dhabi Vision 2030 and Dolphin Energy's vision.

It is very important to know where your personal efforts are contributing and I have learned that a person with a collective goal is stronger than one with an individual goal.

The exposure I had in the program with senior leaders in government institutions and the private sector also taught me that networking is the key to creating synergies in teams and in achieving collective goals.

Also, if you want to lead and create great chemistry in the team, you need to be authentic, you cannot fake leadership. Standing up for your principles and values will become evident in your daily interaction with the team. You also need to remind yourself what motivates you to lead every single day and you need to stay strong for yourself and your people.

As a leader, it is not a taboo to fail and have a setback in your life. The speed of your recovery and getting back on track is what will define you.

6. How will you apply what you have learnt into your role at Dolphin Energy?

First, I would like to say that without Dolphin Energy's support, I would not have been able to go through the program. So, I would like to say a big 'thank you' to them for believing in me.

I have two fields in my mind when I think about applying what I learnt. First, I would like to drive change in Dolphin Energy's ecosystem (both people and work environment) and utilizing our next generation technologies to streamline processes and the way we work. I will also aim to use all the tools used during the program from networking, access to new information to know-how gained in order to facilitate my mission.

7. After completing this Program, do you have any future plans or programs in mind?

Simply giving back to my country, Dolphin Energy and my people.

I have already started giving back to my country by participating in the Organizing Committee for the UAE 2019 Asian Cup. This was a unique experience which solidified my understanding of the eight competencies developed during the program.

Further, I want to help in developing strong future leaders and mentor them to harvest the impact they have on Dolphin Energy.

As Alexander the Great once stated "I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion".

Lastly, I want to give back to the community by giving more chances for interns to come on board and help them in their transition from academia to the corporate environment. Without preparing the younger generations, who will determine our future success, we will not be able to preserve the achievements and we will not be able to advance and achieve our dreams.



Happiness Patrol in Abu Dhabi

The next time a traffic police officer pulls you over in Abu Dhabi, you might be in for a surprise. If you've been a law-abiding road user, then you can expect a 'happiness voucher' from Abu Dhabi Police (ADP).

Police officers in specially designed vehicles are distributing gift vouchers among law-abiding road users in the emirate. This first-of-its-kind project in the UAE has been launched to spread a culture of positivity and happiness.

The "Patrols of Happiness" initiative contributes to the happiness of drivers and passengers who are committed to traffic regulations by rewarding them for positive behavior, while enhancing trust in ADP services.

Khalid Al Saadi - Sr. Manager Sales and Marketing, was stopped by Abu Dhabi Police's happiness patrol this year. He was happy and expressed his pleasure in recognition of safe drivers and their commitment to traffic rules and regulations.





A Day in the Life of Warren Kyle



I Do

I joined Dolphin Energy in 2007 as a Catering Officer in the Support Services Department. At that time, which was during the pre-production phase, there were four employee canteens to manage at Ras Laffan (Admin Building, Control Room, Fire Station and Projects).

Additionally, there was one canteen for the company's rotators in the Al Khor Community. Al Khor was challenging because construction on the canteen building was not finished before the rotators arrived. Consequently, the internet café was converted into a temporary dining area until the canteen was ready.

Due to space and equipment constraints, this posed a unique set of challenges to overcome to ensure dietary requirements were met and all rotators were fed on time before leaving to Ras Laffan.

As the canteen operations expanded over the years, I worked with several departments to plan and implement structural and electrical system upgrades. The expansion projects happened concurrent to regular food production and service requiring me to adapt and overcome numerous challenges. In addition, I provided and continue to provide assistance on catering related matters for the Annual Maintenance Shutdown, Dolphin Energy Tower and to the Offshore team when required.

I Am

My family, friends and colleagues do not always fully understand what my job entails. Sometimes, I hear comments such as “So you are a glorified food server”, or “Basically you are a professional plate taxi”. Well no, not really. In order to manage catering operations effectively I am an event organizer, an operations manager, a logistics manager, potato peeler, server, large equipment mover, conflict mediator, cutlery polisher, dish washer and occasional garbage removal expert. I say that with lots of pride!



In addition to these skillsets, I am a qualified French Classical Chef with 2 Diplomas from technical colleges where I spent 5 years studying theory and practical implementation of catering operations.

I have been extremely fortunate to work in the hospitality industry, to travel and work in several countries over a 25 year period. I have owned my own restaurants and a catering company, worked in prestigious hotels, restaurants and a variety of catering operations worldwide. As a result, I have learnt many different cooking techniques, applications and how to manage effectively multi-faceted contracts with a large contractor workforce. For a four year period during my career, I also worked in the film/music industry catering to movie/music superstars at a number of remote areas where we constructed mini cities to provide full life support for the entire film or music production. This would last between three to six months.

For the last 15 years of my career, I have been more involved in the management of large scale catering operations than the actual food production. To ensure that I possess the required theoretical knowledge and ability to implement effective business management principles, I enrolled and graduated from a University in the United Kingdom with a Masters of Business Administration (MBA) degree.

In my free time, I like to do technical scuba diving with a closed circuit rebreather (CCR) and am a keen underwater photographer. I am certified to dive to 50 meters using Trimix (Helium, 100% Oxygen and Air). There are numerous wrecks in Qatar waters where we dive regularly at depths from 20 to 50 meters. I have dived in many countries and have had several fantastic underwater experiences.

One of my other hobbies is riding and working on motorbikes. I converted a Harley Davidson a few years ago that won 2nd place in a local motorbike competition held at the exclusive Qatar Gate Mall.

I Aspire

I always appreciate the people that we serve, having an understanding that they are one of the main reasons that enable me to have a sustainable career in the hospitality industry. An understanding attitude will get you through almost any challenge that the catering world throws at you.

My wife and I are in the process of building a home in Europe where our aspirations are to be useful contributors to our community and to enjoy a long, peaceful life of semi-retirement when we are ready.

Supporting Science and Youth Empowerment

“The UAE will need generations of young engineers and scientists, as it shifts from oil towards a knowledge-based economy.”

- His Highness Shaikh Mohamed bin Zayed Al Nahyan Crown Prince of Abu Dhabi and Deputy Supreme Commander of the Armed Forces

The quote from His Highness was recently emphasized during the World Economic Forum, as stated by Sarah Al Amiri, UAE Minister for Advanced Sciences who stated: “Ground-breaking developments in science and technology represent enormous new opportunities for the UAE. Skills and capabilities (within the UAE) fall well aligned with technological advancements for the region.”

It also puts into context Dolphin Energy’s long standing commitment to sponsor initiatives that encourage the UAE’s youth to embrace science, technology, engineering and mathematics (STEM). These initiatives, the Abu Dhabi Science Festival (ADSF) and Think Science Fair, seek to engage and inspire children and students so that they consider future studies and a career in one or more of the STEM disciplines.

Considered to be some of the largest science festivals in the region, both ADSF and Think Science feature fun and educational activities, inspirational workshops and thought provoking, scientific demonstrations.

At this year’s ADSF, Dolphin Energy offered five dedicated laboratories – the Hydraulics Lab, Power Lab, Laser Lab, Levitation Lab and Einstein’s Lab – helping to create an appealing and inspiring experience. Visitors to the stand had the chance to learn about the principles of mechanical hydraulics, discover the importance of series and parallel circuit connections to create electricity, learn about pressure levitation and witness spectacular science experiments.

To cater to the interests of high school and university students across the UAE, this year’s Think Science Fair featured a roadshow, in which participants were invited to compete in a scientific prototype contest with the remit that it should benefit the community and the lives of others.

Students from across the UAE came together to display their innovative ideas and solutions in areas such as biology, physics, chemistry, engineering, transportation, energy and environmental sciences.



In addition , Dolphin Energy participated with an interactive stand that included scientific activities and experiments.

These included: Dry Ice Capades where students understood why matter changes and its physical principles. The Harnessing Heat activity was another hit, where students were able to see Boyle’s Law in action, understanding how air behaves when heated or cooled. Lastly, the Under Pressure activities helped students understand Bernoulli’s Principle of air pressure and gas flow.

Commenting on the success of both events, Obaid Al Dhaheri, CEO, said: “In the eight years that we have sponsored ADSF and the four years we have sponsored Think Science, we have seen the impact of our efforts on the faces of the visitors to our stands. There is a clear appetite to embrace the opportunities on offer and children and youths have been inspired by and engaged with science, technology, engineering and mathematics. We are committed to endorse efforts to develop Abu Dhabi into a world class center for STEM and look forward to a long association with both events as we aim to nurture our future innovators and leaders.”



Dolphin Energy Extends Partnership with Abu Dhabi Environment Agency

Dolphin Energy has demonstrated its dedication to environmental conservation and protection by extending its partnership with the Environment Agency – Abu Dhabi (EAD), which will result in providing financial support up to the end of 2020.

The two year program will allow both parties to build on the strong alliance already established, launch new projects and take existing ones into new phases of progress to promote environmental stewardship.

One such initiative is the Al Wathba Wetlands Conservation Program which Dolphin Energy has been supporting since 2017. The program will see 2,500 native trees planted around the reserve to enrich biodiversity, enhance habitats and vegetation and improve the landscape. The Al Wathba Wetland Reserve was one of the first protected areas in Abu Dhabi to be developed and nurtures a rich array of wildlife with more than 200 migratory birds, 11 mammals, 10 reptiles and over 35 plant species.

“This is one of our most valued and important partnerships and we are delighted to extend our support for the EAD so that we can work together to further environmental protection across the emirate,” commented Obaid Al Dhaheeri, CEO.

“Urban wetlands are vital. They help make cities habitable by reducing flooding, replenishing drinking water, improving quality and providing urban green spaces. These benefits grow ever more crucial as the number of people living in cities continues to rise. If we don’t look after our wetlands, we run the risk of incurring significant societal, economic and environmental cost,” Mr. Al Dhaheeri added.



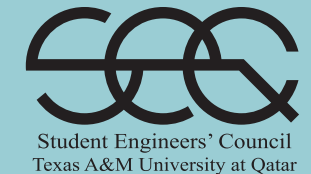
Career Networking Event - TAMUQ Sponsorship

At the end of November, and as Platinum Sponsor of the Student Engineering Council for Texas A&M University Qatar, Dolphin Energy participated in a Career Networking Event which aimed to offer opportunities for students seeking a career in engineering.



Attended by more than 60 organizations representing a range of industries, the event provided an opportunity for students and key organizations in Qatar to interact, network and promote their credentials.

“This is an important event and one we are always keen to support. Our relationship with Texas A&M is well established and the career fair allows us to develop important links with future talent and demonstrate how we aim to recruit and retain our engineers,” explained Jowaher Al Abdulla; Senior Manager Government and Public Relations.



Step into Health Program Passes the 350 Registration Mark

Dolphin Energy’s ‘Step Into Health’ (SIH) Program has now registered more than 350 employees since the initiative started in 2015.

Run by the company’s Administration Department in collaboration with Qatar Employee HSE Committee, the SIH program lasts three months every year and promotes the concept of holistic health change to engage people in a self-managed lifelong program, based on a moderate amount of daily physical activity.

The SIH Program comprises an internal workplace challenge which concludes on Qatar National Sport Day, as well as the Active Ramadan Walking Challenge. It encourages each person to walk more than 10,000 steps a day using a non-competitive, recreational and social approach.

“The program not only encourages people to become fitter but also provides access to places where people can be physically active, and fight rising diseases such as obesity, diabetes and heart diseases. The steps are counted by a specific app that can be downloaded on mobile phones, a Fitbit, an Apple watch or through pedometers. We then reward winners with prizes,” explained Mr. Hassan Al-Emadi, GM-Qatar.

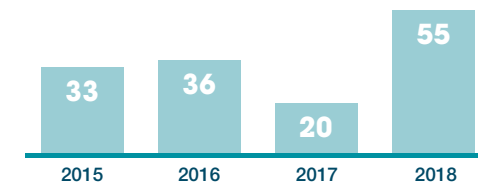
The SIH program was originally initiated by the Aspire Zone Foundation, under the management and supervision of the Medicine Department in Aspetar.



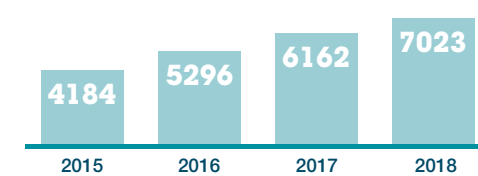
SIH Program Campaign (2015 - 2019 Report)

Member Information (Since 2015)	Total
Total Registered Members	323
Current Active Members (2019)	71
Nationality	
Qatari	38
Non-Qatari	285
Gender	
Male	286
Female	37

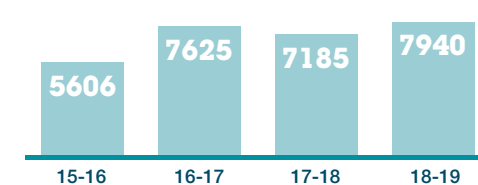
Average Active Participants



Average Steps Per Year



Campaign Average



Three New Community Programs Launched in 2018

As a founding member of the Ras Laffan Community Outreach Program (COP), Dolphin Energy along with other oil and gas operators located in Ras Laffan, has implemented and overseen many worthwhile and valued community initiatives.

At the end of 2018, another three projects were completed for the benefit of families living in the vicinity – the Al-Qurma Beach Garden in Al-Khor, the Al Shuaa Natural Reserve in Al-Khor and the Al-Khor Plaza Park.

The Al-Qurma Beach Garden project provides a new park at Al-Qurma beach for local residents. The 10,500 m² garden includes a 650 m² green area with trees and two shaded playgrounds. At night, the garden is illuminated with solar powered lighting so that visitors can maximize their time enjoying the facilities.

The Al Shuaa Natural Reserve project helps enrich the local environment. Covering a total area of 13,000 m², the park offers 62 varieties of tree, animals, birds, ducks, Arabian Oryx, deer, ostriches, goats and pigeons. The reserve is also lit using solar energy.

The Al-Khor Plaza Park, which is located in the central area of Al-Khor, provides safe and lush green areas in the cities surrounding Ras Laffan Industrial City. The total area measures 22,500 m², with green areas of about 19,000 m². A circular walkway has been built to encourage the neighboring community to lead a healthier, more active lifestyle while a 20 m² water fountain, 12,000 seasonal flowers and 45 trees for shade complement the facility.



Dolphin Energy Sponsors the International Traffic Safety Conference

In line with the company's commitment to safety, Dolphin Energy sponsored the first International Traffic Safety Conference (ITSC), which took place between 26-27 November 2018 at the Sheraton Grand Doha Resort & Convention Hotel.

Organized by Qatar University's College of Engineering (QU-CENG), the ITSC aims to support and enhance the national strategic vision and objectives set out to enhance traffic safety 2022 in Qatar.

Commenting on the company's sponsorship of the conference, Dolphin Energy's General Manager – Qatar, Hassan Al-Emadi, who attended the event, said: "We are very proud to support this international conference. Dolphin Energy is always committed to initiatives that promote safety and we hope that the outcomes of the ITSC provide quality solutions for the local community and offer recommendations to improve road safety and reduce traffic accidents. We appreciate the efforts of everyone involved to make this event a big success."

The ITSC discussed issues related to traffic safety at the institutional and individual level to provide solutions and translate ideas into realistic strategies that can be utilized. The conference topics included: driving behavior, youth and traffic safety, education and traffic safety, road users at risk, legal enforcement, traffic accident data, post-accident investigations, internal vehicle technology, emergency services, medicine and traffic safety, safety and security, transportation, intelligent transportation systems, traffic flow, road and pavement design, public transport, transport economics and policy, traffic management, logistics transport service and urban planning.

The conference was held under the patronage of and attended by His Excellency the Prime Minister and Minister of Interior, Sheikh Abdullah bin Nasser bin Khalifa Al-Thani, the Ministry of Transport and Communications, Ministry of Interior, General Directorate of Traffic, the National Traffic Safety Committee, United Nations Road Safety Committee, International Road Federation and International Association of Roads and Safety Sciences, international and local researchers, specialists and engineers in the field of transport and traffic safety as well as private and public institutions.



The Nurdle Hunt

As part of Dolphin Energy's Sponsorship of The Gulf Green Turtle Project, all UAE employees were invited to take part in The Nurdle Hunt.

Nurdles are small plastic pellets, the size of a lentil, which are used as raw material for plastic products. Because of their small size, they are easily lost by accidental spillages when transported, and end up washed up by the waves on beaches. Nurdles can cause catastrophic impacts to marine life who ingest these pellets and cause a slow build-up of toxin accumulation in seas and oceans.

As part of The Nurdle Hunt, which took place on Saadiyat Beach on February 14th, employees participated in a competition to find and collect Nurdle particles. Each employee scoured the beach for two hours and weighed in the collected amount to determine the winner.

While the event was a lot of fun, it carried an important educational and environmental message. "It also encouraged us to really think hard about the products we buy and whether they contain nurdles – obviously I will think twice before buying again," said Abrar Al Mahmoud, Assistant Manager – Corporate Communications.

On a day when thoughts automatically turn to loved ones, the efforts undertaken by our dedicated colleagues demonstrated their love for the environment. After all, we can't remove nurdles in the sea, but we can remove them from our beaches!



CAPTURED

5 MINUTES WITH

Anwar Zuarub

Senior Vice President, Projects



What Is the background to the ASSIST system?

Given the scope and importance of the Dolphin Gas Project, the company's stakeholders and shareholders had requested we should be ready in case of catastrophic damage to one of either the sealines or export pipeline. Several years of technical studies were required to evaluate and select the best repair strategy. Following shareholder approval of the investment, the Projects Division kicked off the detailed design and procurement phase in late 2015.

What are the features of the ASSIST system?

The ASSIST system consists of 3 main parts: Subsea Equipment, Facilities and Support Agreements.

For the Subsea Equipment, the ASSIST Team have spent the last few years developing, designing, building and testing the latest generation subsea repair technology. Our subsea repair system features a unique diverless subsea launcher and receiver which can be installed on the seabed without the use of any foundations. The use of large valves on the launcher and receiver allows inline tools to be received and launched subsea without re-flooding the pipeline.

A dedicated Marine Base facility has been constructed in the KIZAD Industrial Zone, close to Khalifa Port. The Base is equipped to store and handle the subsea tools some of which are up to 12 meters tall and weigh over 100 tons. The Base also serves as a hub for all maintenance and subsea interventions and covers more than 42,000m² of indoor and outdoor facilities and workshops.

The third part of the ASSIST system is the Support Agreements. We are in the process of signing contracts with specialized companies to provide services Dolphin Energy cannot provide alone or rent the equipment and tools we are not procuring.

How could our pipelines break and what would happen?

A typical scenario for a pipeline rupture would be when a large tanker or cargo ship drops its anchor due to bad weather or engine malfunction. The anchor would have sufficient force to accidentally hook one of our pipelines and drag it until it ruptures.

How will the ASSIST system repair the pipeline?

If damage has been sustained, we need to ensure our platforms and facilities in Taweelah and Ras Laffan are safe. Once done, the pipeline is decommissioned and a subsea survey is conducted. This survey will tell us the location and extent of the damage and how much water has entered the pipeline.

Then a subsea construction vessel moves our ASSIST tools to where the pipe was damaged. The damaged portion of the pipe is cut and concrete is removed. Once done, we install our diverless Subsea Launcher and Receiver, push the water out of the pipe and then insert an Isolation Tool which creates a safe work environment for the divers when they start work.

A new pipeline section is tied to the existing pipeline by hyperbaric welding inside a diving habitat. This creates a dry environment that allows specialized divers to enter and work inside the habitat which is at the same pressure as the repair location. This means that divers will be transported directly from a pressurized diving system on board a diving support vessel to the habitat as they are already in saturation. Once the divers enter the habitat they will take off their diving equipment, put on work clothes and start welding the pipe on the seabed. After the weld and inspection is completed the equipment is recovered to the vessel. Once the repair is done on both damaged ends, we can restart the gas supply.

Why don't we just rent a ASSIST system when we need it?

Due to the size of our pipelines, especially the 48" export line, there is no repair equipment available in the market that we can use. Before a decision was made to procure any item for the ASSIST, extended studies were conducted to see if purchasing a system was really necessary. The study showed that in some cases there was no need to invest in equipment that was available for rent; in other cases, a bespoke tool was required.

Why do we need a special Marine Base in KIZAD?

Due to the size, weight and complexity of some of the equipment and systems, a dedicated facility is needed to ensure the equipment is dry and free of dust. We also needed to ensure easy access to a port from where we can mobilize the equipment.

What happens next with the ASSIST system?

Once the ASSIST system is set-up at the Marine Base, it needs to be kept in a state of readiness. This means annual maintenance for all equipment, testing campaigns for all subsea equipment where we will simulate a subsea work scenario to ensure everything is working and regular drills and exercises for everyone involved.

The ASSIST system is a very complex system and consists not only of the tools and equipment Dolphin Energy procured but also includes various contractors and specialist vendors. It is important to work together, train together and practise together to ensure everyone knows their job and what to do.

This is also why we are pursuing opportunities to give other Operators access to the ASSIST system through a pipeline repair and subsea intervention club. We believe other operators would benefit from having access to such an advanced system, while we will have the opportunity to use the system.

It is worth pointing out that the ASSIST system can also be used during the construction of new pipelines or when significant inspection works have to be done such as removing the concrete from a pipe subsea.

