

# Dolphin**insight**

December 2015  
Issue 36



## WELCOME TO THE DAWN OF A NEW ERA

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&gt; A NEW ERA

EDITED BY:  
Corporate Communications  
Department  
[www.dolphinenergy.com](http://www.dolphinenergy.com)



## NOTE FROM THE CEO



Adel Ahmed Albuainain

I am very excited about my new role as Dolphin Energy's Chief Executive Officer and I have assumed the position at a time when we are looking at ways to enhance our operations so that we can enjoy more success in the years ahead.

I recently had the honor of meeting our Chairman, HH Sheikh Hamdan Bin Zayed Al Nahayan, Ruler's Representative of the Western Region, to give an update on Dolphin Energy's current strategy and business objectives, as well as our future plans.

There are many important initiatives we are focused on, from seeking ways to expand our distribution network downstream, exploring opportunities with our partners to secure additional volumes of natural gas, to increasing our commitment in the areas of HSE and sustainability.

The Long Term Service Agreement with Siemens that was announced in October will help ensure the availability and reliability of natural gas supplies to the UAE and Oman for another 18 years and we are delighted to have entered into this partnership with them.

I really enjoyed the series of meetings that were arranged shortly after I became CEO. These gave me the chance to meet and reconnect with you all, to answer your questions and listen to some of your concerns.

The meetings also helped remind me of the fantastic spirit we have at the company and the wonderful people I am proud to have as colleagues. You have all been instrumental in the company's past success and your continued professionalism, dedication and commitment will help us in our future endeavors and ensure our positive profile and reputation goes from strength to strength.

Sincerely,

Adel Ahmed Albuainain

“ YOU HAVE ALL BEEN INSTRUMENTAL IN THE COMPANY'S PAST SUCCESS AND YOUR CONTINUED PROFESSIONALISM, DEDICATION AND COMMITMENT WILL HELP US IN OUR FUTURE ENDEAVORS AND ENSURE OUR POSITIVE PROFILE AND REPUTATION GOES FROM STRENGTH TO STRENGTH. ”



*The end of September marked the end of an era for one of Dolphin Energy's most admired, most popular employees – Ibrahim Al Ansaari – who took the decision to retire after 12 years with the company.*

## FAREWELL, IBRAHIM AL ANSAARI

A veteran of the oil and gas industry, Mr. Al Ansaari spent more than 30 years in the energy and utilities sectors, starting at ADNOC as an electrical engineer. He rose to Division Manager of the Habshan Gas Plant and then worked for OFFSETS, helping negotiate the DPSA for the Dolphin Gas Project.

In 2001, he became Manager of UWEC's power and desalination plant in Fujairah. Mr Al Ansaari joined Dolphin Energy in 2003 as VP Projects and was appointed EVP Operations in 2004.

In his note to all staff announcing Mr. Al Ansaari's retirement, our Managing Director, Mr. Ahmed Ali Al Sayegh, said: "Ibrahim was instrumental in steering the development of Dolphin Energy's downstream operations during the project phase. His qualities to lead made him the perfect choice for the position of General Manager UAE when it became available and latterly as CEO as he took the company into a new phase of growth and development.

"Ibrahim proved time and time again what a fantastic oil and gas professional he is. When I reflect on his contribution to the company, I know that we simply could not have achieved the success we have without Ibrahim's leadership. Dolphin Energy is one of the leading and most admired companies in the UAE and Qatar and we have Ibrahim to thank for helping shape the positive reputation we enjoy today."

We would like to extend our best wishes to Mr. Al Ansaari and his family as he brings a distinguished career to a close and enters a new phase in his life.

A parting word from Ibrahim Al Ansaari (taken from his farewell note to all staff): "My success stems from each and every one of you. Your professionalism and dedication to Dolphin Energy made the decision to leave extremely difficult. I am leaving with deep, heartfelt wishes for you all and I am confident you will continue to maintain your usual professional attitude, helping Dolphin Energy reach its objectives and ensuring the company remains an Employer of Choice."



Ibrahim Al Ansaari

**“ WE WOULD LIKE TO EXTEND OUR BEST WISHES TO MR. AL ANSAARI AND HIS FAMILY AS HE BRINGS A DISTINGUISHED CAREER TO A CLOSE AND ENTERS A NEW PHASE IN HIS LIFE. ”**

*In October, Dolphin Energy announced changes to the senior management team in Qatar.*

## MANAGEMENT CHANGES IN QATAR

Mr. Hassan Al Emadi has been appointed General Manager – Qatar having previously served the company as Chief Operating Officer – Upstream. His replacement is Mr. Ali Al Rahbi who has been promoted from the post of Senior Vice President HSE&S.

Mr. Al Emadi takes over as General Manager – Qatar from Mr. Adel Ahmed Albuainain who has been appointed Chief Executive Officer, following the retirement of his predecessor, Mr. Ibrahim Ahmed Al Ansaari.

Commenting on the promotions, Mr. Albuainain said: "I would like to congratulate Hassan and Ali on their promotions. Both have more than 20 years collective experience at the company and will bring insight and expertise to their new roles. I wish them both well as they settle into their new positions."



Hassan Al - Emadi, the General Manager – Qatar

## UPSTREAM OPERATIONS WELCOMES NEW COO

On 22nd October, the company's Upstream Division organized a welcome gathering for the newly appointed Chief Operating Officer - Qatar Mr. Ali Al Rahbi.

The ceremony took place at the gas processing plant in Ras Laffan Industrial City and was attended by the

members of the senior management team.

Ali's appointment as COO - Qatar compliments that of Khalid Al Marzouqi, who was promoted from SVP Technical Services Division to Chief Operating Officer - UAE in March, 2015.



Ali Al Rahbi, Chief Operating Officer - Qatar



Khalid Al Marzouqi, Chief Operating Officer - UAE

*In October, Dolphin Energy signed a long term service agreement that will see Siemens provide for an additional 18 years service and maintenance for the nine industrial Trent 60 aero-derivative gas turbines with nine Dresser-Rand DATUM® centrifugal compressors operating at our gas compression and processing plant in Ras Laffan.*

## DOLPHIN ENERGY SIGNS LONG-TERM SERVICE AGREEMENT WITH SIEMENS

A signing ceremony was held at Dolphin Energy's headquarters in Abu Dhabi during which our CEO, Adel Ahmed Albuainain, and Fatih Sakiz, CEO Siemens Qatar, signed the contract in the presence of senior representatives from both companies.

Mr. Albuainain commented: "This long-term service agreement places the company on an even stronger footing because it supports our efforts to ensure the sustainability, reliability and availability of natural gas exports to the UAE and Oman. It also builds on the existing strong relationship we developed with Rolls-Royce, which has now transferred to Siemens and continues to provide Dolphin Energy with direct access to the original equipment manufacturer, thereby providing us the best service available in the market."

Thorbjörn Fors, CEO of Siemens Power Generation Services, Distributed Generation business unit, added: "The Dolphin Energy Project is vitally important to the Middle East region, and through our strong local presence there we intend to work very closely with Dolphin Energy to help ensure its gas compression equipment operates with high levels of efficiency, availability and reliability. We are committed to maintaining and growing the aero-derivative business by creating value for our customers through improved offerings and by using the best people, processes and technology available."



*Adel Ahmed Albuainain, Dolphin Energy CEO and Fatih Sakiz, CEO Siemens Qatar during the signing ceremony*

**“ ... IT SUPPORTS OUR EFFORTS TO ENSURE THE SUSTAINABILITY, RELIABILITY AND AVAILABILITY OF NATURAL GAS EXPORTS TO THE UAE AND OMAN. ”**

*In a move aimed to enhance Dolphin Energy's health, safety and environment (HSE) commitments, Dolphin Energy Limited awarded the achievements of five contractors during the company's 8<sup>th</sup> Annual HSE Contractors Forum 2015.*

## FIVE CONTRACTORS ARE RECOGNIZED FOR THEIR HSE COMMITMENT

Taking place at the Doha Hilton Hotel on 3rd November, the forum brought together the company's HSE contractors under the theme "Partnering towards HSE Citizenship in the Workforce".

The forum's objectives focused on learning methods for eliminating accidents, encouraging contractor leaders to reflect on how their business is performing against the company's HSE model, and maximizing employees' ability to achieve high performance without risking their lives and others.

Five awards and certificates of appreciation were distributed among the best performing companies. The awarded companies were QCON for Contractor of the Year 2015; EMCO for Runner Up Contractor of the Year; DESCON for Safety Poster Winner; EMCO for Safety Poster Runner Up and QCON for Safety Poster third place.

Commenting on the forum, Mr. Hassan Al-Emadi, General Manager, Dolphin Energy-Qatar, said: "We have established an effective communication protocol with our HSE contractors which is helping us achieve important milestones.

These include successfully achieving 100% plant availability for the sixth consecutive year, utilizing more than 42 million man hours without reporting a single incident or lost time injury.

Recognizing and rewarding the efforts of our contractors can only encourage this commitment to continue".

Ali Al Rahbi, Chief Operating Officer - Qatar said: "Striving for the highest levels of HSE will always be a combined effort and we will continue to collaborate with our contractor partners to maintain optimum asset performance and integrity while ensuring the welfare of our employees at all times."

The forum was attended by more than 400 participants including representatives from Dolphin Energy's senior management team in addition to Mr. Al Emadi and Mr Al Rahbi; other attendees were; Ahmed Al Jumaily, SVP HSE Qatar and Jassim Al Malki, Senior Manager HSE&S Performance and Compliance.



*HSE Contractors Panel Members from Left to right: Jassim Al Malki, HSE&S Manager; Hassan Al-Emadi, General Manager – Qatar, Ali Alrahbi, COO – Qatar and Ahmed Al Jumaily, SVP HSE&S Qatar*

*Dolphin Energy strengthened its participation further at this year's ADIPEC which ran from 9-12 November, 2015. The company was present across a number of platforms offered by organizers and kicked off its support with participation in ADIPEC's "Women In Industry" Conference.*

## DOLPHIN ENERGY AT ADIPEC

The one day event brought together for the first time male and female industry leaders to address the challenges and opportunities for women in the energy sector.

Hosted under the patronage of Her Excellency Sheikha Lubna Al Qasimi, Minister of International Cooperation and Development, this year's conference featured Mariam Al Badr, Director Corporate Communications, who spoke on a panel about her career journey within Dolphin Energy, her overall experience being a woman in the oil and gas sector and offered advice for others facing challenges about career progression and balancing roles played in and out of the workplace.

In addition, a number of Dolphin Energy employees presented papers during ADIPEC's technical conference. Satish Choudry, Ratnakar Kadikar, Abdulla Al Hajri, Mohsin Basheer, Thomas Whateley, Damien Roquet and Rajdeep Dutta all presented papers, providing insights, experiences and expertise on a range of issues affecting the energy industry.

The company also joined forces with Mubadala Petroleum to offer a joint stand presence at this year's ADIPEC. Both companies showcased their projects at the event which is now the largest conference and exhibition program for the Middle East, Africa and the Asian Sub-Continent.



*Dolphin Energy's Stand at ADIPEC attracted many visitors*

"Dolphin Energy has supported ADIPEC since 2008 and we were pleased with our increased presence at this year's conference and exhibition. We look forward to future events so that we can continue to provide as much support as possible," commented Mariam Al Badr.



*H.E Sultan Bin Tahnoon, Chairman of the Department of Transport, visits the Dolphin Energy stand during ADIPEC (shown second from left).*



*H.H Sheikh Hamed Bin Zayed Al Nahayan, Chairman of the Crown Prince Court of Abu Dhabi visits the Dolphin Energy stand during ADIPEC in the presence of H.E. Dr. Sultan Ahmed Al Jaber, Minister of State and CEO of Energy at Mubadala and Adel Ahmed Albuainain, CEO Dolphin Energy.*

*Once again, Dolphin Energy delivered a strong showing at the recent IPTC Conference which took place on 6-9 December at Qatar National Convention Center. It is the fourth year that the company has participated.*

## DOLPHIN ENERGY DELIVERS STRONG PRESENCE AT IPTC

First, Dolphin Energy marked its involvement by sponsoring the IPTC's Young Members Program (YMP) for the second year in a row.

On 6<sup>th</sup> December and as Platinum Sponsor, the General Manager – Qatar, Mr Hassan Al-Emadi delivered a presentation on Dolphin Energy at the opening ceremony of the YMP and used the opportunity to provide advice on the most effective ways to develop a long career in the oil and gas industry.

Under the theme of 'Today's Young Professionals... Tomorrow's Global Leaders', the YMP included activities such as the IPTC Future Global Leaders Contest, a Multi-Generational Gap Panel Session and the IPTC Future Global Leaders Contest Award.

The Program also included the International Education Summit, which was organized under the theme of 'Rising to Meet the Grand Energy Challenges'. It was held to support 100 undergraduate and post graduate engineering students from international institutions across the Eastern Hemisphere.

In addition, a High School Students Program saw students in grades 10 and above display their projects at the Youth Pavilion covering topics that included Solar Energy, Technology vs. Environment, Safety in Oil and

Gas Industry, Energy Crisis and Recycling Energy. Two Dolphin Energy employees visited the participant schools and delivered presentations.

Furthermore, Dolphin Energy's Chief Executive Officer, Mr. Adel Ahmed Albuainain joined the CEO's Plenary Session 2: "Unlocking Energy Resources through Technology", which took place on the second day of IPTC. Mr Albuainain outlined the challenges the industry faced in making energy security more sustainable and highlighted the need for closer collaboration to help meet projected energy demand in the years ahead. At the end of the session, Mr. Albuainain received an Appreciation Award from David Blanchard, IPTC Board Chairman.

In recognition of Dolphin Energy's sponsorship of IPTC, Director Government & Public Relations, Mr. Aylan Al Enazi, received an appreciation award from David Blanchard, IPTC Board Chairman and Waleed Refaay, IPTC Project Director. The IPTC Closing Ceremony took place on 9<sup>th</sup> December.

Dolphin Energy also used IPTC to showcase its project to its industry peers from its exhibition stand. This year the 9<sup>th</sup> IPTC included 2 CEO Panel Sessions, 5 Panels Sessions with 23 speakers, 62 Technical Sessions, 300 papers and 56 exhibitors and 21 sponsors.



*Hassan Al Emadi, General Manager - Qatar speaking at the Young Member Activities Opening Ceremony offering advices to the participants students from worldwide universities*



*Adel Ahmed Albuainain, Chief Executive Officer, Dolphin Energy Limited receiving an Appreciation Award from David Blanchard, IPTC Board Chairman at the IPTC CEO Plenary Session 2.*

## CUSTOMER FEATURE: MOHAMED SALEH

*In the fifth part of the series that takes a closer look at our customers, Dolphinsight talks to Mohamed Saleh – FEWA Director General.*



*Mohamed Saleh – FEWA Director General*

“ **BEING ACTIVE IN SOCIETY IS ONE OF OUR MAIN AIMS, WHICH IS WHY WE FOCUS ON AREAS THAT CAN IMPACT THE LIVES OF THE PUBLIC IN A POSITIVE WAY.** ”

### **Q1. WHAT ARE THE VISION, MISSION AND VALUES OF FEDERAL ELECTRICITY & WATER AUTHORITY (FEWA)?**

The main objective of the Federal Electricity & Water Authority (FEWA) is to cater the needs in the Northern Emirates and seeks to improve the standard of living through the provision of electricity and water. We are focused on supporting the UAE's Vision 2021 by achieving sustainable growth while preserving the environment and maintaining a balance between economic and social developments. FEWA is also focused on the highest levels of customer service and satisfaction, improving the levels of energy efficiency and offering new techniques for water and electricity conservation through public education and awareness. We seek to ensure our administrative services are delivered in accordance with the highest standards of quality, efficiency and transparency as well as committed to developing important infrastructure that will support the growing demand for water and electricity and enhance sustainable development.

### **Q2. HOW WOULD YOU DESCRIBE THE GROWTH OF FEWA SINCE ITS ESTABLISHMENT IN 1999? WHAT EFFORTS AND SERVICES HAVE BEEN UNDERTAKEN BY FEWA TO MEET THE INCREASING NEEDS FOR ELECTRICITY AND POTABLE WATER IN THE NORTHERN EMIRATES?**

To cope with the rise in demand which we have calculated at about 6% per annum, we have seen our network expand considerably in recent years. By the end of 2021, we are expecting a network capacity increase of 43% in transmission and a 58% increase in distribution compared to the current network capacity.

### **Q3. IT IS WELL KNOWN THAT FEWA PROVIDES A HIGH STANDARD OF CUSTOMER SERVICE, WHAT ARE SOME RECENT SERVICES PROVIDED TO THE CUSTOMERS?**

At the end of the year, FEWA enhanced its online offering and launched a full suite of 41 online services that cover applications for electricity and water connection services, approvals for technical drawings, clearance certificates and electricity/water emergency service, bringing added comfort and convenience to customers. In addition, we recently adopted SAP Solutions, moving from the Legacy System. This will allow us to provide faster, more robust, smooth and transparent services to our customers.

### **Q4. SINCE THE LAUNCH OF THE FEWA CONSERVATION CAMPAIGN, HOW HAS THE COMMUNITY RESPONDED TO THIS AND WHAT ARE SOME OF THE OUTCOMES? WHAT MESSAGE WOULD YOU LIKE TO SEND TO CONSUMERS ABOUT THE IMPORTANCE OF REDUCING WATER AND ELECTRICITY CONSUMPTION?**

Since the launch of Emirates Conservation Award, which is part of our conservation campaign, we have seen major developments and reductions in consumption, which is very encouraging. Our customers understand the need to rationalize consumption and protect our resources for future generations. The campaign slogan "Together... change is possible" has helped galvanize a response and motivated consumers to change and support sustainable development.

### **Q5. IN WHAT OTHER WAYS IS FEWA CONTRIBUTING TO THE COMMUNITY?**

FEWA plays an important role to the community, as it provides outstanding services that seek to improve the lives of the public.

Being active in society is one of our main aims, which is why we focus on areas that can impact the lives of the public in a positive way. Conservation is one such way. Being able to educate and make society aware about this topic is important because not only does help it reduce consumption, but it is changing perceptions about the need to save energy. In addition, and as part of our corporate social responsibility commitments FEWA helps those who cannot pay their monthly bills by collaborating with charity foundations.



*Turbine & Desalination Plant, Nakheel- Ras Al Khaima*

### **Q6. SINCE DOLPHIN ENERGY STARTED TO FLOW GAS TO FEWA, HOW DO YOU EVALUATE THE CONTRIBUTION OF DOLPHIN'S GAS PROJECT TO YOUR ENERGY REQUIREMENTS? HOW WOULD YOU ASSESS FEWA'S RELATIONSHIP WITH DOLPHIN ENERGY; WHAT ARE YOUR EXPECTATIONS OF DOLPHIN ENERGY IN THE FUTURE?**

The contribution of the Dolphin Gas Project is a major development; as it has helped us meet the increase in energy requirements. We are keen to use our relationship to expand in the future and be an important strategic partner.

### **Q7. WHAT ARE THE FUTURE DEVELOPMENT PLANS FOR FEWA AS ITS AIMS TO ACHIEVE SUSTAINABLE GROWTH BY 2021?**

We are continuously introducing new sustainable initiatives, which are designed to support the objectives of the Vision 2021.

We will continue to build our conservation campaign to help drive public awareness about the need to reduce consumption. This will help play a vital role in achieving sustainable growth. In addition, we are exploring more Private Public Partnerships to help develop our sustainability commitments.

# DOLPHIN ENERGY OFFSHORE OPERATIONS HOSTS THE FIRST QOOC MEETING

Dolphin Energy Offshore Operations hosted the quarterly Qatar Offshore Operations Committee (QOOC) meeting for the first time on 7<sup>th</sup> September 2015 at Doha Hilton Hotel.

Led by Othman Al Yafei, Senior Manager Offshore Operations, the QOOC meeting brought together industry leaders from various operator companies to discuss logistics global trends, safety updates and innovative technical developments.

QOOC comprises representatives from Dolphin Energy, Qatar Petroleum, Maersk Oil, Total, Qatar Gas, Ras Gas, Occidental and Shell.



*Offshore Operations Celebrates Eight Years Without A Lost Time Incident*

Meanwhile, in November the Offshore Operations team celebrated reaching eight years without a lost time incident. "Teamwork and maintaining the highest levels of HSE have helped us to reach this important milestone and I would like to thank Operations, Technical Services, HSE&S and Administration for making this possible," said Othman Al Yafei.

# WORLD QUALITY DAY

Between 12<sup>th</sup> and 15<sup>th</sup> November 2015, the Projects Division marked World Quality Day across the company and in the offices of Dolphin Energy's contractors and consultants.

The event was held to promote a positive quality culture and featured a series of workshops that spread over a one month period. These covered topics related to quality and presentations delivered to highlight quality performance and future plans.

A Projects Quality Survey was conducted to take feedback from staff regarding quality performance on various key areas and recommendations were obtained in order to ensure sustained success and continual improvement.

Commenting on the event, the SVP Projects Anwar H. Zuarub, said: "Our position on maintaining the highest levels of performance is well known and I would like to express my appreciation to our projects staff, especially the quality team members for successfully implementing the Projects Management System (PMS) and Quality Programs.

Their commitment has produced strong results and provided direction to our contractors who have also benefited from having the PMS integrated into their systems. The dedication of our teams to improve contractor performance in this way demonstrates that we are prepared to go above and beyond to ensure we achieve excellent results."

Zuarub added that in order to ensure sustained performance, key processes must be monitored and enhanced where needed. "An effective lesson learned management program is vital to the success of any project. We must record those lessons and implement recommendations from previous projects," he emphasized.



*2015 was a great year for HSE&S with a large number of campaigns and events rolled out across the company that helped raise awareness across many worthwhile initiatives.*

# A WRAP OF OUR 2015 HSE&S CAMPAIGNS

## GCC TRAFFIC WEEK

In line with the GCC's Safe Driving Week, the company featured live demonstrations of new driving equipment and safety related items such as car seats, new radar installations, as well as a fun driving simulator. These activities and demonstrations helped raise awareness about the importance of driving safely at all times.

## BLOOD DONATION

Held every year, Dolphin Energy was recognized by the Sheikh Khalifa Medical Centre and Abu Dhabi Blood Bank for its continuous support.

## SUSTAINABILITY COMPETITION

The objective of the competition is to encourage employees to read the annual sustainability report, learn about Dolphin Energy's sustainability initiatives and promote the message of sustainability across the company.

## BREAST CANCER WORKSHOP

Breast cancer is the second leading cause of death in women and the company helped spread awareness among its female employees during the month of October by hosting an awareness session at its UAE headquarters, as well as donating US\$15,000 to the Qatar Cancer Society.

## HEAT STRESS COMPETITION

As part of the company's commitment to protecting its employees, an annual heat stress competition was launched over the summer to ensure employees and contractors avoided any heat related illnesses. Employees answer questions related to heat stress, and had the chance to win valuable prizes.

## FEED YOUR BRAIN

As part of the company's efforts to encourage health and wellbeing, nutritional information about food was shared across the company. This included details on how food can affect mood, memory, and the ability to focus.

## WORLD KIDNEY DAY

Kidney care is essential part of maintaining health, and has been globally recognized with an international event - World Kidney Day. The company participated by offering checkups for employees providing a consultation on kidney diseases, as well as a lecture.

## STEP INTO HEALTH

The company also launched a program with the aim of encouraging each employee to walk 10,000 steps or more in one day, using a non-competitive, recreational and social approach. Further, the aim of this was to decrease the risks associated with cardiovascular disease, diabetes, cancer, hypertension, obesity and osteoporosis.

*Look out for more great campaigns in 2016.*



*As part of the company's efforts to support noble and humanitarian causes, Dolphin Energy, Qatar allocated significant funds for sponsorship in the fourth quarter of 2015.*

## **DOLPHIN ENERGY INVESTS US\$ 379,000 IN SPONSORSHIPS IN THE 4TH QUARTER**

The recipients were Tamakun Comprehensive Education School, Qatar Diabetes Association (QDA), Qatar National Day, The Qatar Cancer Society (QNCS) and the Student Engineer's Council at Texas A&M.

Tamakun Comprehensive Education School is the first institution of its kind to develop and nurture children with special needs. The school was established in 2008 to meet the needs of the children with learning difficulties.

Qatar Diabetes Association (QDA), was established to offer assistance and enhance the community's health development. Dolphin Energy's donation provides valuable services and will improve the lives of those with diabetes and spread awareness among those at risk.

Every December 18<sup>th</sup>, Dolphin Energy celebrates Qatar National Day in commemoration of the historic day in 1878 when His Highness Sheikh Jassim Bin Mohammad bin Thani, the founder of the modern State of Qatar, succeeded

his father, Sheikh Muhammad Bin Thani, as the ruler and led the country towards unity. The celebration is an integral part of the Qatar National Vision 2030.

The Qatar Cancer Society is a national charity whose main objective is to control cancer through public awareness of the disease and its causes. The Qatar Cancer Society was formed in 1997 under the patronage of H.H. Sheikh Jassim Bin Hamad Al Thani.

Dolphin Energy helps patients who cannot pay the treatment expenses and endorses conferences and lectures that are arranged to reach out to the largest possible segment of the Qatari community.

The Student Engineers Council (SEC) at Texas A&M is an annual career fair hosting the largest engineering career fair in Qatar. The event featured the major local oil and gas companies and was attended by hundreds of students.



*For the fifth consecutive year, the organizers of the Abu Dhabi Science Festival (ADSF) served a real treat for budding young scientists.*

## **ABU DHABI SCIENCE FESTIVAL**

Growing in size and interest, ADSF took place between 12<sup>th</sup> - 22<sup>nd</sup> November, 2015 with Dolphin Energy a proud sponsor of the event. The company marked its presence with a purpose built facility at the Abu Dhabi Mushrif Central Park which attracted hundreds of visitors and families over the 11 day spectacle.

The company's pavilion complemented other workshops, shows and exhibitions. Furthermore, this year's Festival offered new activities, many of them being locally inspired.

The aim of the Festival is to inspire young people and engage them in science, technology, engineering and maths (STEM) so that they pursue careers in STEM related subjects.

Explaining the reason behind the company's support, Adel Ahmed Albuainain, Dolphin Energy's CEO, said: "The Abu Dhabi Science Festival is an important feature of the company's community outreach calendar and we're proud to participate and contribute to an event that engages and inspires the young.

"Highlighting the importance of science, technology, engineering and maths is a great way to increase understanding, to encourage a path to a future career. We're proud to be part of this wonderful initiative and were delighted with people's response to our sponsorship and activation program."



*The Dolphin Energy stand inspired students who learned about the importance of science and energy*



*The Abu Dhabi Science Festival mascots join young children to learn about generating electricity from water*



*Students enjoy a range of different scientific experiments at the stand*





Al Dhakira Beach

*As part of its support for the Ras Laffan Industrial City Community Outreach Program (RLIC COP) Dolphin Energy has sponsored a number of initiatives in 2015.*

## DOLPHIN ENERGY SPONSORS CSR ACTIVITIES

**AL DHAKIRA BEACH REFURBISHMENT:** an environmental initiative aiming at spreading clean sands along Al Dhakira coast, this project will add more value to the beautification of the beaches in northern Qatar.

**MAQAD AL DUHA PROGRAM:** is designed to reach out to elderly and retired women to further educate and raise awareness about the most relevant issues they face. This initiative also aims to ensure retired women continue to play an important societal role.

**JAALAK THUKR:** this is a special program that reaches out to retirees and engages them in community activities, utilizing their expertise.

**SAFE JOURNEY – DARB ASSLAMA:** a program aimed at reducing traffic fatalities especially among the Northern communities by raising road safety awareness and increasing better road behavior.

**COP HEALTHY WOMEN'S LIFESTYLE:** is a sustainable initiative designed to improve the health and wellbeing of women in the Northern community. The program also offers educational and physical programs related to health and sport.

Dolphin Energy also organized a trip for five Qatar University students to visit the plant at Ras Laffan Industrial City. Our colleague, Abdulla Al Hajri, Sr. Manager Process Engineering –Designate, was nominated to mentor and supervise the students to complete their projects on plant design.

Another visit was arranged for Qatargas to learn about the companies Field Operator Proactive Monitoring Solution (OLM system).

*As part of its commitment to the community, Dolphin Energy took part in the 2015 Maersk Oil and QP Challenge (MOQP) and helped raise money for diabetes awareness, prevention and treatment in the process.*

## DOLPHIN ENERGY JOINS MAERSK OIL AND QP CHALLENGE 2015

The MOQP Challenge is one of Qatar's most popular and leading corporate team building events. Thirty teams from across the energy sector competed over the two day event which took place at the Sealine Beach Resort on 14<sup>th</sup> & 15<sup>th</sup> November to coincide with World Diabetes Day.

Dolphin Energy participated with two teams: Petroleum Blue and Petroleum Turquoise. Petroleum Blue team was awarded the title of Best Qatari Team and made it to the podium to be awarded with the fifth position in the overall challenge ranking. The team was led by Captain Ahmad Abdulla and included Ibrahim Hamad, Ramadhan Al Balushi, Abdulrahman Al Jumaily and Nalinkumar Chauhan. Petroleum Turquoise team led by Captain Mohammed Al Khawaja who have managed to secure the eighth position. The team included Stephen O'Neill, Orlin Lavallie, Mohammed Korany and Randahl Ambi.

Held under the theme 'Action on Diabetes', each stage of the MOQP Challenge was themed around a key lifestyle issue

related to diabetes. All proceeds raised by participants were donated to Qatar's Action on Diabetes (AoD) helping authorities tackle the rise of diabetes by raising awareness and helping with lifestyle changes. This year's fund will be used to support the 15<sup>th</sup> Al Bawasil Camp, a seven-day educational camp for children with diabetes.

The MOQP Challenge is a team event organized to test the participants' stamina, fitness, and the ability to think and act under pressure. This year's Challenge included a greater focus on strategy and decision making with stages that involved problem solving, construction projects and desert navigation at night. These complemented the physical aspect of the competition which included mountain biking and kayaking.

For further information, please visit <http://www.maerskoilandqpchallenge.com/>



*The Challenge tested the participants' stamina, fitness and the ability to think and act under pressure.*

As part of the UAE's 44<sup>th</sup> National Day celebrations, Dolphin Energy was a sponsor of the Zayed Heritage Festival, an event held to commemorate the country's national day in Al Wathba.

## ZAYED HERITAGE FESTIVAL

Now in its sixth year, the public festival showcases a series of events that celebrate the legacy of the UAE's founding father, Sheikh Zayed Bin Sultan Al Nahayan. The event took place from 19<sup>th</sup> November to 12<sup>th</sup> December, and featured a wide range of traditional activities including traditional exhibition featuring UAE customs, interactive craftsman workshops, falconry competitions, an international village market, and Emirati folk arts.

Dolphin Energy's participation included a children's activity tent which featured fun and engaging activities, complementing the theme of national day. Activities included face painting, henna, handicrafts and giveaways for the children. The company's involvement is vital in joining the Spirit of the Union and in celebrating this special occasion with citizens and residents of the country.



Children enjoyed the traditional activities and face painting at the Dolphin Energy tent



Coloring lanterns was a fun activity for the children

Dolphin Energy looks forward to welcoming everyone back this year to celebrate the 2016 Dolphin Energy Doha Dash, which will be held on 9<sup>th</sup> February, in commemoration of Qatar National Sport Day.

## READY FOR THE RACE?

Now in its fourth year running, the event attracts athletes, students, and members of the community of all ages and nationalities who take part in the event by walking, jogging and running around the track at Losail International Circuit.

The aim of Qatar National Sport Day is to engage the population of Qatar in sporting activities so that they lead more physically active lives. In 2014, the Doha Dash was a great success with over 2,000 people participating in

four categories: a 5 km and 3 km race, a 1 km Mini Doha Dash for children and a 1 km ladies walk. This year, a new 10 km race will be introduced for those who are up to the challenge!

We look forward to seeing you in February!



Last year's runners getting ready for the Doha Dash

## DOLPHIN ENERGY'S 'FIRST STEP INTO HEALTH' CAMPAIGN KICKS OFF

In line with the company's commitment to sport and health, Dolphin Energy joined efforts with Aspetar to launch the first Step into Health (SIH) Campaign on 1st November 2015 at Ras Laffan Building Administration.

The campaign encourages participants to walk 10,000 steps a day in a non-competitive, recreational approach and provides tools to meet set targets for physical activity and nutrition. Individual performance is monitored through an online program.

Running up until Qatar National Sport Day, which takes place in the second week in February, Dolphin Energy employees were introduced to the program in September. To support their involvement, free pedometers were offered and route steps at Dolphin Energy Tower, the Ras Laffan Plant and Al Khor Rotator accommodation were completed.

An awareness session was also arranged to introduce further details on the initiative's objectives, how it works and how it can be a life changer or saver.

The SIH program involves two kinds of challenges - Internal and External. Dolphin Energy participants will compete against each other in the internal challenge and the Aspetar Committee will choose two males and two females from those achieving an average of 10,000 steps daily and award theme with a prize.

Top walker reports will also be sent to the participants every week. There will be two additional prizes for the Top Aerobic Step - the person who achieves an average 2,500 aerobic steps a day.

The External Challenge takes place at the end of the program and will be held among the participant companies. Aspetar will announce the top five companies based on the total amount of steps recorded, divided by the number of people participating.

The winners will be awarded at a ceremony within Aspire Zone during February 2016, at the end of the campaign.



## EMPLOYEES RETURN FROM UAE NATIONAL SERVICE

*As part of the new law introducing mandatory military service for all Emirati men aged between 18 and 30, a number of employees were part of the initial batches to attend UAE National Service.*

They were:

**MOHAMED ABDELRAOUF**  
**ZAYED AL KATHEERI**  
**KHALED AL SEYABI**  
**HUMAIID AL BLOOSHI**  
**MOHAMED AL YAHAYEE**  
**IBRAHEEM AL HAMMADI**  
**ALI AL ALI**

Having successfully completed nine months service, *Dolphinsight* sat down with our colleagues to learn from their experience.

### ALI AL ALI, SENIOR INTERFACE COORDINATOR

"When I came back to Dolphin Energy, I remember everyone looked so shocked to see me and even started calling me "soldier" instead of my name which made me feel really proud.

Military life is so different; it's all about time management; being tidy, organized and prompt. I feel that that I am now more organized and tidy with my workplace and work schedule.

I think one of the happiest memories in military service was seeing so many friends from my school days in the National Service, whom I had lost touch with for years."

### HUMAIID AL BLOOSHI, TELECOM TECHNICIAN

"I miss being in the military service, and remember our daily physical exercise and the feeling of pride while wearing my uniform.

National Service taught me about overcoming challenges, pushing yourself to the limit, and learning to face your fears.

I think I've become a more confident, stronger person. It is truly an amazing experience which will remain with me forever."

### ZAYED AL KATHEERI, SENIOR GENERAL SERVICES COORDINATOR

"When I came back to Dolphin Energy, I felt like I had been away for a century, not just nine months!

Everything has more meaning in the military, it is like a school, where you go back to square one and learn everything.

I encourage all UAE nationals enrolling in the National Service to go with not one drop of fear. The people in the military love you like your family, they want the best for you and strive for you to be the best person you can."

### MOHAMED ABDELRAOUF, SENIOR SALES AND MARKETING OFFICER

"Being in the National Service taught me how to be more patient, as it was a long and challenging journey. Although you are mentally and physically exhausted, there is an end goal and a noble purpose to everything you experience.

Being in the military tests your limits, your courage, and your patience. It also prepares you to be ready for a call of duty.

I feel prouder of who I am, that I humbly did my best to serve my country. What we did is small, compared to what our country has done for us."



Ali Al Ali



Humaid Al Blooshi



Zayed Al Katheeri



Mohamed Abdelraouf



Mohamed Al Yahayee



Ibraheem Al Hammadi



Khaled Al Seyabi

### MOHAMED AL YAHYAE, FIELD OPERATOR

"I think one of the hardest things was being away from my family for so long. But it taught me to be more patient, to have a stronger faith, and to have more inner peace.

At the end of the day, we all have the choice to have a positive attitude, and to remember the real purpose - that we are humbly serving our country.

National Service is an opportunity to learn so many new things and bring back a wealth of new experiences. I learned so many new things from those nine months that I haven't learned in years! To serve your country is the biggest honor, and this experience was one of the best times of my life."

### IBRAHEEM AL HAMMADI, MECHANICAL MAINTENANCE ENGINEER - ASSOCIATE

"I think one of the great lessons anyone can learn from being in the National Service is the importance of listening and respecting your superiors; to learn how to be obedient during times of crisis, as well as learn how to work in a team, and depend on one another.

Being in the military has helped me to learn how to work under stress, how to have more patience and ambition under harder circumstances.

After all, the least we can do as Emiratis is to return the favor to our country. Just simply wearing your military uniform symbolizes the love and loyalty we have towards the UAE."

### KHALED AL SEYABI, INSTRUMENT ENGINEER - ASSOCIATE

"Being in the UAE National Service taught me about the importance of time management, being obedient to your superiors, and learning the crucial skill of not being hesitant during times of urgent action.

My advice to all Emiratis going to National Service is not to hesitate about this experience. Not only is it to serve your country, it's a new experience and will teach you skills like patience, time management, obedience and diligence.

One of the greatest aspects of National Service is getting to know new people and making new friends. After those nine months, you will become like brothers."

## NATIONAL DAY CELEBRATIONS HELD

In honor of the National Days taking place in both the UAE and Qatar, Dolphin Energy arranged special celebrations at its office in Doha and Abu Dhabi. The historic days were marked by the company's employees with special activities arranged and gifts distributed among staff.

On 3rd November, our CEO, Adel Ahmed Albua'inain and employees marked UAE Flag Day. The celebrations took place in our auditorium and provided the opportunity for colleagues to display their national unity and pride in the nation.

Then on 26<sup>th</sup> November, the company celebrated the 44<sup>th</sup> UAE National Day and the birth of a nation. All Dolphin Energy employees based in the UAE were invited to celebrate the Spirit of the Union.

The National Day celebrations took place at the Beach Rotana Hotel, and included traditional Emirati dancing, a silk dancing performance with the UAE Flag colors, henna painting, games and other fun and engaging activities. Overall, it was a fun-filled event which featured many other activities including a UAE National Day themed photo-booth.

To conclude the event, each employee received a giveaway bag with National Day gift items.

As part of the company's commitment to the community and its CSR program, Dolphin Energy celebrated its annual Qatar National Day (QND) 2015 during its Family Fiesta, at Hilton Hotel on 16<sup>th</sup> December.

Dolphin Energy Qatar organized a joyful day for its employees and their family members. The event included various fun activities and competitions for all the participants such as AI Ardah, Tug of War, Sack Race, Pearl Hunt, football tournament, Live show, traditional Board Games, traditional crafts: Basket weaving, Henna, embroidery, pearl jewelry making, caricature drawing in addition to traditional food dishes.

On 15<sup>th</sup> December, Mr. Ailan Eid Al Enazi, Director Government & Public Relations, received Qatar National Day Sponsors Appreciation Award from HE Salah bin Ghanim Al-Ali, the Minister of Youth and Sports and QND Organization Committee Chairman and HE Dr. Issa Saad al-Jafali al-Nuaimi, Minister of Administrative Development at Darb Al Saai Celebration Area. Dolphin Energy is the Silver Sponsor of QND.

### NATIONALIZATION FORUM:

The annual 2015 Nationalization Forum brought together all UAE National employees to meet with the company's management.

The formal meeting covered updates on the company's nationalization efforts, and provided an open platform for discussion. This year's Forum focused on business and career related updates and included recognition for nationals who completed their development plans, for Dolphin Energy's sponsored students who achieved high academic performances and for mentors who helped develop UAE Nationals. A number of UAE Nationals across

the company who have given back to the community were also recognized.

The forum also featured a discussion about the UAE National Service, where an employee spoke about his experience and the lessons learned. All members from the first batch of Dolphin Energy employees to attend the UAE National Service were all recognized on the stage.



The UAE National Day event included Emirati Ayalla dancers



Children dressed in Qatari flag colors: white and Maroon, express their love to Qatar National Day.



Dolphin Energy top managers are happy to join the employees' families in celebration of Family Fiesta and Qatar National Day.

## YOUNG FUTURE ENERGY LEADER: MOHAMED AL HASHMI

In September 2015, Mohamed Al Hashmi who works in Marketing & Commercial as a Supply & Logistics Officer, attended an educational trip to Japan as part of the Young Future Energy Leader Program (YFEL).

The visit was reward for Mohamed developing one of the highest rated case studies as part of a Harvard Case Study Competition on electricity technology.

The trip included visits to automotive and technology companies, smart cities as well as educational and government institutions. Mohamed got the chance to meet many successful scientists and business professionals as well as the UAE Ambassador to Japan.

Commenting on the program, Mohamed said: "We learned a lot about Japan's impressive dedication, commitment and work of ethic. We also had the opportunity to meet many intelligent engineers and influential thinkers across various disciplines. They shared their goals, their strive for success and their technological developments which I found amazing and quite unexpected".

Led by the Masdar Institute of Science and Technology, YFEL is designed to inspire, engage and empower the

bright and talented youth of the UAE to be tomorrow's leaders in advanced energy and sustainable technologies. Their engagement with today's leaders promotes a sharing of ideas and experiences about the future of energy and solutions to climate change, energy security and sustainability issues.

YFEL members also attend workshops on topics such as leadership, technology, policy and entrepreneurship. Case-study competitions are held for program participants, and winners attend international conferences or events.

"YFEL has also given me the opportunity to take part in debates and discussions with the some of the most brilliant minds about the future of energy seeking sustainable solutions to the challenges of climate change. It has enhanced my abilities and helped me understand what needs to be done in order to make a positive impact in the world," concluded Mohamed.

Congratulations Mohamed – a well deserved experience!



Mohamed receiving a Certificate of Appreciation for completing the Japan education trip



The trip included visits to automotive and technology companies, smart cities as well as educational institutions

# A DAY IN THE LIFE OF NOORA AL KUWARI

## I DO:

I joined Dolphin Energy in October 2005 and was part of the Qatar IT Help Desk team in the IT Department. I was lucky enough to be surrounded by a great team who guided and believed in me. They gave me every opportunity and the support I needed back then and helped me to become what I am today.

With my colleagues' continuous encouragement, I undertook further studies and earned my Network and System Administration Advanced Diploma from the College of the North Atlantic-Qatar.

The past 10 years working at Dolphin Energy have passed so quickly, and I have gained such an amazing experience, unforgettable friends, and priceless memories.

## I AM:

I was taught by my parents how to value my work and be committed. I also learnt about the need to take responsibility from a very young age. I am known for my patience and good listening skills. This is probably one of the reasons that helped me last so long in the IT Help Desk!

During my free time, I like to read novels and bake. Also, I like to draw and I often attend art workshops to improve my drawing skills. I have been grateful for the chance to show my artwork at Souq Waqif's Art Center exhibitions.



*Noora participating in an oil painting workshop*



*Noora at her Graduation Ceremony in 2014 while receiving her Advanced Diploma in Network and System Administration from CNA-Q*

Some of my best times are spent with my brothers, sister, and my precious nieces and nephews.

## I ASPIRE:

I have a plan to earn my degree in IT in the near future, inshallah.

Also, my dream is to have my own art gallery which will feature and support new artists, as well as promote my own work. One day hopefully, I will launch my dream gallery.



# CAPTURED

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

CAPTURED TOPIC:

## A NEW ERA



In October, Dolphin Energy announced changes to the structure of its senior management team in the UAE and Qatar.

In this issue of Captured, we build on the theme of a new era at Dolphin Energy and spend some time with the new Chief Executive Officer, Adel Ahmed Albuainain, the General Manager – Qatar, Hassan Al Emadi and Ali Al Rahbi, the company's new Chief Operating Officer - Qatar.

Each took time out of their busy schedules to sit with *Dolphinsight* and provided thoughts about their new roles and how the company will move into the next phases of growth and development.

We hope you enjoy the read.

PART 1

## INTERVIEW WITH CHIEF EXECUTIVE OFFICER, ADEL AHMED ALBUAINAIN



**ADEL AHMED ALBUAINAIN,  
CHIEF EXECUTIVE OFFICER**

### 1. Where can the company strengthen and be even better?

First, we are already very successful and working hard to improve where we can, when we can. I genuinely believe we can be even stronger in our sustainability commitments and ensure we are working hard to advance the national visions of both the UAE and Qatar. Natural gas has a very important role to play in future energy security and the opportunity exists for us to flourish and demonstrate the positives natural gas has on economic, environmental and societal development.

### 2. How can Dolphin Energy maintain success?

By utilizing the skills and expertise of everyone involved so that we maintain our contractual obligations, we enhance the relationships we have with key stakeholders and we build on our reputation to ensure we attract the best talent available in the market. Staying focused, being collaborative, committed and working as a team are very important as is the need to be visible in the community.

In addition, understanding and supporting the career needs of young, talented Nationals will also contribute to our future success.

### 3. What are the challenges for the business?

We're experiencing a challenging environment at the moment and the entire oil and gas industry is implementing new cost effective strategies for managing their business, Dolphin Energy included. Set against this, demand for natural gas continues to rise and we are always seeking ways to try and secure additional volumes of natural gas. In terms of recruitment, the talent pool is extremely competitive but what is encouraging is seeing an increased number of female engineers enter the job market.

### 4. How can Dolphin Energy respond to the difficult market conditions?

By being more focused, working smarter and taking the right decisions so that neither the business nor reputation is impacted negatively in any way. We are undertaking a cost optimization program to see what can be addressed without compromising plant integrity or our ability to be a reliable, safe and secure provider of natural gas.

### 5. What has been the most valuable lesson you have learnt in your professional career?

I think to listen first, gather facts, assess the risks and opportunities and make a decision. Too often we tend to focus on the need to make a decision because of the pressure to do so, rather than taking a back step and ensuring time is taken to ensure the decision made is the right one.

### 6. What does Positive Energy mean to you?

It helps to explain our journey. It shows what can be achieved when you have ambition, a collective commitment and the will to succeed. It defines our work ethic and the efforts of everyone involved, not just in bringing the Dolphin Gas Project to fruition but ensuring we are able to meet 30% of the UAE's energy requirements every single day.

**“ WE CAN BE EVEN STRONGER IN OUR SUSTAINABILITY COMMITMENTS AND ENSURE WE ARE WORKING HARD TO ADVANCE THE NATIONAL VISIONS OF BOTH THE UAE AND QATAR. ”**

PART 2

## INTERVIEW WITH HASSAN AL - EMADI, THE GENERAL MANAGER – QATAR



**HASSAN AL - EMADI,  
THE GENERAL MANAGER – QATAR**

### 1. Having been at Dolphin Energy for the past 13 years or so, what insights will you bring to your new role as General Manager – Qatar?

I bring to the role more than 26 years diverse experience, having worked both offshore and onshore. These roles have touched upon almost every aspect of the company – from procurement and contracts, HSE, technical services to, of course, operations.

I joined Dolphin Energy in August 2002 and have seen this wonderful project grow and develop into the successful venture it is today. I have known many of the employees for years and consider them all my second family.

### 2. What are your priorities for Dolphin Energy – Qatar?

My priorities will always start with HSE and the safety of our employees and our contractors. Meeting production targets with a huge emphasis on customer satisfaction comes next, followed by enhancing our nationalization efforts. All of this has to be achieved in the most efficient, cost effective and socially responsible manner.

### 3. If there's one piece of advice you'd like to impart on your teams what would it be?

Care about each other's safety and work as a team and a family.

### 4. Is there anything you miss about your previous role?

I miss the day-to-day challenges and excitement of working in Operations. However, our new COO brings new skills and expertise to the role. He will be very successful and use his vast experience to lead Operations to greater heights.

### 5. Where do you see Dolphin Energy in five years time?

Dolphin Energy will continue to be a successful and reliable gas producer, meeting all customer expectations. An increased focus on cost improvement and prudent spending will make us leaner and more efficient.

**“ I HAVE KNOWN MANY OF THE EMPLOYEES FOR YEARS AND CONSIDER THEM ALL MY SECOND FAMILY. ”**

### 6. What does Positive Energy mean to you?

Gas is the cleanest of all the fossil fuels. It is very efficient and more environmentally friendly than gasoline and diesel. It emits 45% less CO<sub>2</sub> than coal and 30% less than oil. Generally, there is no solid waste, like ash, or residue to deal with. This is positive energy to me.

## INTERVIEW WITH ALI AL RAHBI, THE COMPANY'S NEW CHIEF OPERATING OFFICER - QATAR.



**ALI AL RAHBI, CHIEF OPERATING OFFICER - QATAR**

**“ WE HAVE TO EXAMINE WHERE WE CAN BE MORE EFFICIENT AND COST EFFECTIVE WITHOUT COMPROMISING THE HIGHEST LEVELS OF HSE ACROSS THE BUSINESS. ”**

### 1. How did you spend your first month as COO – Qatar?

My first month was spent settling into my new role as Chief Operating Officer, and getting up to speed on a few challenges that needed addressing at the time. Following my promotion, I had an opportunity to meet with senior representatives from Qatar’s oil and gas sector and the Operations team organized a very pleasant welcome reception for me in Ras Laffan. It has been a very hectic start but extremely enjoyable.

### 2. What are your priorities?

To maintain plant availability and reliability and we also have to examine where we can be more efficient and cost effective without compromising the highest levels of HSE across the business. We have a fantastic team and I am confident we can do this successfully and quickly.

### 3. What will you miss about not being SVP HSE&S?

I think the continuous focus on HSE&S. It has been a part of my professional life for so long. However, I am eager to work with the Operations team in my new role and given that HSE touches every facet of our operation it will still feature heavily in how we think and act.

### 4. How does Dolphin Energy compliment the other operating companies in Qatar?

We have shared interests. We all maintain a strong commitment to product delivery, we are very focused on the wellbeing and welfare of our employees and contractors and we are all committed to supporting the future growth and prosperity of this great country. This like-mindedness allows us to collaborate across important initiatives like the Ras Laffan Industrial City Community Outreach Program (RLIC-COP).

### 5. What does Positive Energy mean to you?

The power to get things done; to commit to a process of continuous improvement and ensure everyone is with you on the same journey to excellence. That is what ‘Positive Energy’ means to me.