

# 2015 SUSTAINABILITY REPORT



[www.dolphinenergy.com](http://www.dolphinenergy.com)

UAE (Headquarters)  
Dolphin Energy Limited  
Floors 19-22, Al Maqam Tower  
Sowwah Square, Al Maryah Island  
P.O. Box 33777  
Abu Dhabi, UAE  
Tel: +971 2 6995500  
Fax: +971 2 6446090

Qatar  
Dolphin Energy Limited  
Dolphin Energy Tower - West Bay  
Area number 61, Block number 7  
P.O. Box 22275  
Doha, Qatar  
Tel: +974 44949494  
Fax: +974 44949490



## SUSTAINABILITY REPORT **2015**



I hope you enjoy reading this report. Please give us your feedback by using the QR code or visit:  
[www.dolphinenergy.com/sustainability-feedback/en/](http://www.dolphinenergy.com/sustainability-feedback/en/)







---

**Dolphin Energy Limited is proud to present its seventh annual sustainability report, covering the calendar year 2015.**

---

In preparing this report, Dolphin Energy used the Global Reporting Initiative (GRI) G4 Guidelines, GRI Oil and Gas Sector Disclosures, the Global Oil and Gas Industry Association for Environmental and Social Issues (IPIECA/API/IOGP) Voluntary Reporting Guidelines, and the Qatar Energy and Industry Sector Sustainability Program (QEISS) Reporting Guidelines. Dolphin Energy declares this report to be in accordance with the GRI G4 Guidelines Core option, and Appendix B on page 79 contains a GRI G4 content index. An IPIECA/API and QEISS Index is located in Appendix B on page 79.

# ALL IT TAKES IS POSITIVE ENERGY

## INTRODUCTION

- 3 About this Report
- 6 A Message from the Chairman
- 8 A Message from the CEO

## WHO WE ARE

- 10 Our Business Model
- 11 Ownership
- 12 2015 Highlights

## APPENDICES

- 78 A – Report Parameters
- 79 B – GRI G4 Content Index (including IPIECA and QEISS)
- 82 C – Stakeholder Mapping
- 85 D – GHG Assurance Statement
- 86 E – Finance Assurance Statement
- 88 F – Acronyms and Glossary



01

LEAD IN THE ADOPTION  
OF SUSTAINABILITY  
MANAGEMENT

- 15 Our Sustainability Strategy
- 17 Our Stakeholders' Expectation
- 17 Defining the Issues that Matter Most
- 19 Measuring Our Performance
- 22 Building a Culture of Sustainability



02

OPERATE WITH  
EXCELLENCE

- 25 Production and Distribution
- 27 Enterprise Risk Management
- 27 Business Continuity Management
- 27 Project Management
- 28 Health and Safety
- 37 Financial Performance
- 39 Customer Satisfaction



03

PUT OUR  
PEOPLE FIRST

- 41 Our People
- 42 Employer of Choice
- 44 Training and Career Development
- 46 Diversity, Inclusion and Equal Opportunities



04

CREATE VALUE

- 49 Development of the National Workforce
- 51 Community Investment
- 55 Local Procurement



05

PROTECT THE  
ENVIRONMENT

- |    |                          |    |                                    |
|----|--------------------------|----|------------------------------------|
| 57 | Environmental Management | 64 | Water Management                   |
| 58 | Energy Consumption       | 65 | Waste Management                   |
| 61 | GHG Emissions            | 66 | Accidental Spills and Gas Releases |
| 62 | Flaring and Venting      | 68 | Biodiversity                       |
| 62 | Air Emissions            |    |                                    |



06

BECOME A BETTER  
CORPORATE CITIZEN

- 71 Transparency, Accountability and Integrity
- 74 Responsible Supply Chain Management





## A Message from the Chairman

On behalf of the Board of Directors, I am pleased to present Dolphin Energy's 2015 Sustainability Report.

The year 2015 has proven to be a landmark year for sustainable development on a global level. At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change. Less than three months later, 195 nations reached an historic agreement in Paris to combat climate change and unleash actions and investment towards a low carbon, sustainable future.

These agreements are groundbreaking in a number of ways, not least because they highlight how the private sector is mobilizing to address the key sustainable development challenges of our time. In the words of the 2030 Agenda for Sustainable Development, "Private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation... We call on all businesses to apply their creativity and innovation to solving sustainable development challenges."

Dolphin Energy has long recognized it has a responsibility to contribute to national and international sustainable development goals through its operational strategy – the company is proud to have been part of the first wave of companies in the region to implement sustainability management and reporting. With each passing year, we continue to hone our decision-making processes to address the needs of all our stakeholders and take the opportunity to deliver greater value for our business and our communities.

At a regional level, governments in Qatar, the UAE and Oman are continuing to drive implementation of the ambitious national plans laid out for sustainable development, despite challenges presented by the decline in oil prices. The drive toward the expansion of new strategic sectors where these countries can build a long-term competitive advantage is accelerating. This growth must be fueled by a sustainable range of energy resources, and Dolphin Energy is a key player in meeting this need. By providing 2 billion standard cubic feet of gas per day – a reliable, secure, and lower-carbon form of energy – Dolphin Energy directly contributes to supporting the development of new long-term industries, creating sustainable wealth, economic growth, and employment opportunities for the citizens of the region, far into the future.

The low oil price has presented a number of challenges for companies operating in the energy sector in 2015, including Dolphin Energy. We recognize that integrating sustainability principles into our corporate strategy is fundamental to our continued success in these difficult times. As you will see from this report, we are focused on identifying ways to achieve the same results while optimizing costs, by setting priorities and eliminating non-essential work, and continuing to deliver on our vision of being a leading and reliable supplier of clean energy in a socially responsible manner.

Thank you,

**Hamdan Bin Zayed Al Nahayan**  
Chairman

---

**The low oil price has presented a number of challenges for companies operating in the energy sector in 2015, including Dolphin Energy. We recognize that integrating sustainability principles into our corporate strategy is fundamental to our continued success in these difficult times.**

---







## A Message from the CEO

Welcome to Dolphin Energy's seventh annual sustainability report. Each year, our report provides the opportunity to reflect on our performance over the past 12 months, as well as the challenges and opportunities we will face.

In light of the current challenging market conditions, Dolphin Energy has maintained resilient performance and in 2015 has continued to strengthen its foundation for sustainable, long-term growth. The company has successfully secured a USD 863 million loan facility which will create more value for all of our stakeholders in the years to come.

The safety of our workforce is and will always be a central tenet of our operations; in 2015, we continued to minimize any potential risk to our workers. Fortunately, both our own employees and our contractors recorded zero lost time injuries for the year. I would like to congratulate all staff for maintaining the high safety standards that are fundamental to our success.

Dolphin Energy continues to invest in local talent, suppliers, and communities in both Qatar and the UAE, thereby contributing to the human, economic, and social development of these countries. We are pleased that our nationalization efforts continue to be recognized, and in 2015 we received the Qatar Petroleum (QP) Crystal Award in the Field of Training and Development for the third year in a row.

Dolphin Energy also continues to strengthen its commitment to minimizing its impact on the environment and to improving operational efficiencies. In 2015, the company demonstrated progress on a number of initiatives to reduce flaring, increase energy efficiency, and improve wastewater recycling and reuse.

The integration of sustainability practices within every element of our business allows us to amplify the impact of our core operations, and transform the finite resources we extract into the creation of long-term value for both our business and the countries in which we operate.

We are proud of our achievements to date and are confident that we will continue to build on this value in the years ahead.

The feedback of our stakeholders is central to our strategic planning process, helping us to determine our most important priorities and to identify areas for improvement. I encourage you to read our full sustainability report – and take the opportunity to provide feedback on what you think.

**Adel Ahmed Albuainain**  
Chief Executive Officer





---

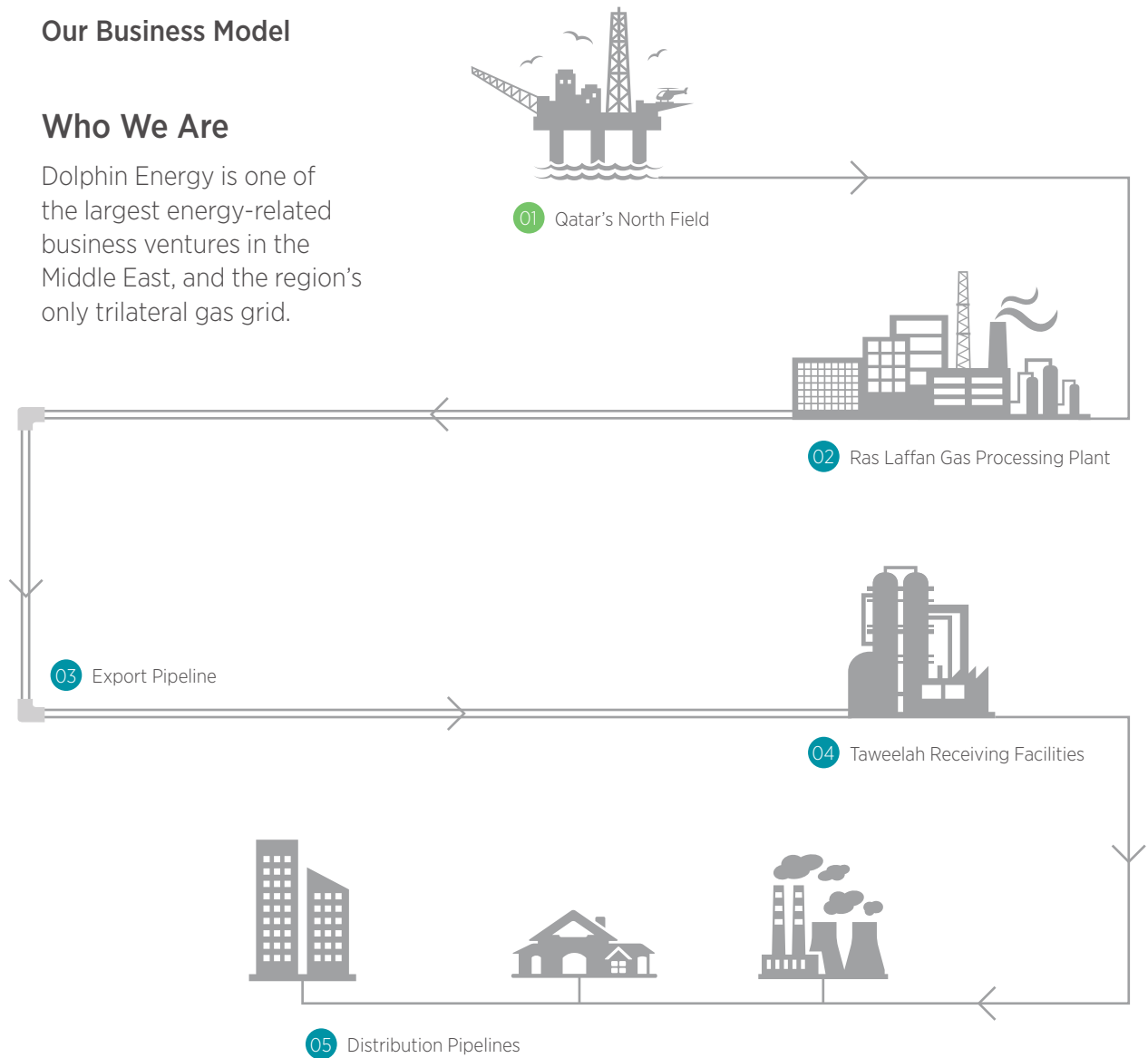
Dolphin Energy continues to strengthen its commitment to minimizing its impact on the environment and to improving operational efficiencies.

---

## Our Business Model

### Who We Are

Dolphin Energy is one of the largest energy-related business ventures in the Middle East, and the region's only trilateral gas grid.



#### 01 Offshore Platforms

##### Extraction

Extracting 2.36 billion standard cubic feet (scf) raw natural gas per day from Qatar's North Field and transporting it via underwater sealines to the Gas Processing Plant at Ras Laffan Industrial City.

#### 02 Gas Processing Plant

##### Processing

Processing the raw natural gas extracted to produce 2 billion scf lean gas per day, as well as other by-products including propane, butane, ethane, sulfur, and condensate.

##### By-Product Storage and Export

Storing and exporting propane, butane, ethane, sulfur, and condensate produced.

##### Power Generation

Generating 1.3 million GJ of electricity per year from steam turbines supplemented by Heat Recovery Steam Generation (HRSG) units on the plant.

##### Compression

Compressing 2 billion scf lean gas per day.

#### 03 Export Pipeline

##### Transportation

Transporting 2 billion scf lean gas per day from the Ras Laffan Gas Processing Plant through the longest subsea pipeline in the region to the Taweelah Receiving Facilities in Abu Dhabi.

#### 04 Taweelah Receiving Facilities

##### Receiving

Receiving 2 billion scf lean gas per day at the Taweelah Receiving Facilities.

#### 05 Distribution Pipelines

##### Distribution

Distributing 2 billion scf lean gas per day from the Taweelah Receiving Facilities through onshore pipelines to customers in the Emirates and Oman, where it is used primarily for power generation, desalination and other industrial needs.

- 994 million scf per day to Abu Dhabi Water and Electricity Company (ADWEC)
- 730 million scf per day to Dubai Supply Authority (DUSUP)
- 200 million scf per day to Oman Oil Company (OOC)

Meeting 30% of the UAE's energy requirements every single day.

## Mission

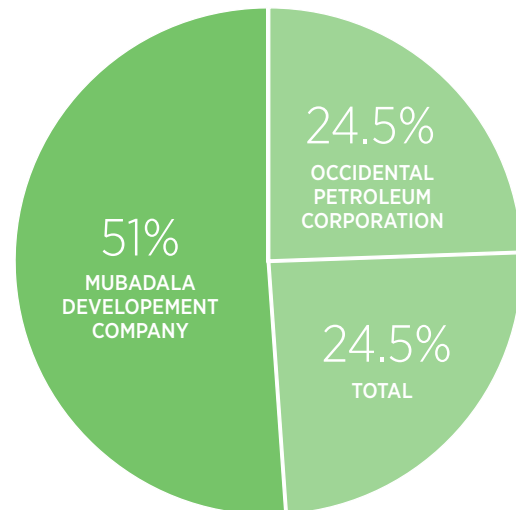
The Dolphin Gas Project of Dolphin Energy Limited is a strategic energy initiative whose mission is to produce, process and supply substantial quantities of natural gas from offshore Qatar to the United Arab Emirates and Oman over a period of 25 years.

## Vision

Dolphin Energy will be a leading and reliable supplier of clean energy in a socially responsible manner. Dolphin Energy will support the development of substantial long-term new industries throughout the region, creating sustainable wealth, economic growth and employment opportunities for the citizens of the region, far into the future.

## Ownership

Dolphin Energy is 51 percent owned by Mubadala Development Company, on behalf of the Government of Abu Dhabi, while TOTAL of France and Occidental Petroleum (Oxy) of the USA each hold 24.5 percent of the company.



## 2015 at a Glance

35% nationalization across the UAE and Qatar

Infrared cameras installed offshore to ensure minimum flaring

Awarded agreement for detailed design, procurement and testing of the Offshore Emergency Pipeline Repair System (EPRS) equipment

EPC for Industrial Water Management Project awarded

16 point increase in percentage of procurement spending awarded to local suppliers

Launch of Be'ati Watani Program in Qatar

Provision of Code of Business Conduct training for all upstream employees

Completion of safety culture survey conducted across the company

Successful operation of 3 new export gas compressors

No lost time incidents for employees or contractors

9% increase in percentage of new hires who are female

Development of new career modelling system



**35% NATIONALIZATION  
ACROSS THE UAE  
AND QATAR**

**EPC FOR INDUSTRIAL  
WATER MANAGEMENT  
PROJECT AWARDED**

**INFRARED CAMERAS  
INSTALLED OFFSHORE  
TO ENSURE MINIMUM  
FLARING**

**LAUNCH OF  
BE'ATI WATANI  
PROGRAM IN  
QATAR**

**DEVELOPMENT OF NEW  
CAREER MODELLING SYSTEM**

**COMPLETION OF  
SAFETY CULTURE SURVEY  
CONDUCTED ACROSS  
THE COMPANY**

**PROVISION OF CODE OF  
BUSINESS CONDUCT TRAINING  
FOR ALL UPSTREAM EMPLOYEES**

**SUCCESSFUL OPERATION  
OF 3 NEW EXPORT GAS  
COMPRESSORS**

**16 POINT INCREASE IN  
PERCENTAGE OF PROCUREMENT  
SPENDING AWARDED TO LOCAL  
SUPPLIERS**

**NO LOST TIME INCIDENTS FOR  
EMPLOYEES OR CONTRACTORS**

**AWARDED AGREEMENT FOR  
DETAILED DESIGN, PROCUREMENT  
AND TESTING OF THE OFFSHORE  
EMERGENCY PIPELINE REPAIR  
SYSTEM (EPRS) EQUIPMENT**

**9% INCREASE IN  
PERCENTAGE OF  
NEW HIRES WHO  
ARE FEMALE**



## Awards Received



The Qatar Petroleum (QP) Crystal Award in the Field of Training and Development, from Qatar's Minister of Energy and Industry



Certificate of Recognition from the Abu Dhabi Sustainability Group (ADSG) for Dolphin Energy's dedication and commitment to promoting sustainable practices in Abu Dhabi



Two trophies from Qatar Independent Technical School (QITS) and The College of Law for Dolphin Energy's continued selection of students to be trained at the company's premises as part of its HR Internship Program

## Commitments to External Initiatives

- Abu Dhabi Emergency Support Committee for Offshore Operations (ADESCO)
- Qatar Energy and Industry Sector Sustainability (QEISS) Programme
- Emirates Environmental Group
- Abu Dhabi Sustainability Group
- Ras Laffan Industrial City Community Outreach Program
- International Association of Oil & Gas Producers

You can find out more about our involvement with these organizations on our website:

<http://www.dolphinenergy.com/en/49/social-responsibility/dialogue>

A close-up, high-contrast photograph of a shark's mouth, showing rows of sharp, white teeth. The background is a deep blue, and the lighting highlights the texture of the teeth and the surrounding skin.

01

# LEAD IN THE ADOPTION OF SUSTAINABILITY MANAGEMENT

---

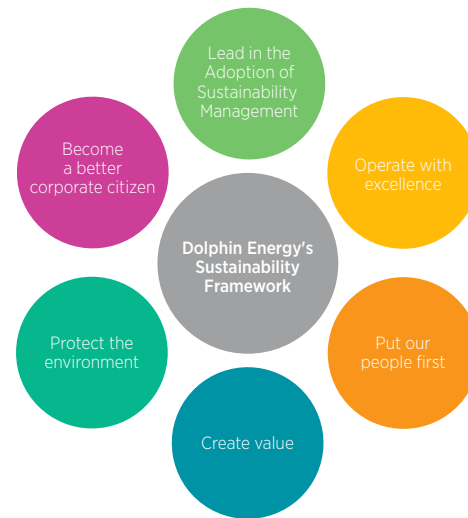
We are committed to lead in the adoption of sustainability management; it is deeply embedded in our values. We continuously seek to improve our strategy, governance, and management to ensure the long-term sustainable growth of our business. Engaging in ongoing dialogue with a broad range of stakeholders is a core component of our sustainability strategy that helps us understand, prioritize and achieve our sustainability commitments.

---





Our sustainability management approach is built upon the six pillars of our sustainability framework, which represent all aspects of our business and provide a focus for all our sustainability efforts.



## Our Sustainability Strategy

Our sustainability strategy has been developed to benefit all our stakeholders, and maximize the value we create for both our business and society. The Dolphin Energy sustainability strategy is its business strategy; they are one and the same. Sustainability is embedded in the business plan as part of the corporate strategy, long-term objectives, goals, and Key Performance Indicators (KPIs) that help guide us towards our vision.

We have a Sustainability Management Policy that encapsulates Dolphin Energy's ultimate sustainability objectives and provides a structure for the measurement and management of the most material sustainability issues. Dolphin Energy's Sustainability Management Plan outlines the KPIs for each area of our sustainability framework and our sustainability governance structure.

The sustainability governance structure at Dolphin Energy assigns responsibility for the planning, implementation and periodic review of sustainability initiatives to members of the company's Sustainability Working Group (SWG), which has representatives from all departments of the business.

More details about the SWG can be found on page 22. The table below summarizes the levels of governance for Dolphin Energy's sustainability program.

Group	Seniority Level	Responsibilities
Sustainability Working Group (SWG)	Middle Management	Implementation <ul style="list-style-type: none"> <li>• Provide support to the annual reporting process</li> <li>• Develop and implement sustainability initiatives</li> <li>• Meet regularly to discuss program status</li> </ul>
Top Management HSE&S Review Committee	Top Management	Strategic Oversight and Direction <ul style="list-style-type: none"> <li>• Provide strategic oversight and direction to the SWG</li> <li>• Monitor progress of the business strategy</li> <li>• Prioritize and provide direction on material issues</li> </ul>
Project Review Committee (PRC)	Shareholders and CEO	Accountability <ul style="list-style-type: none"> <li>• Review business, technical and I-ISE&amp;S performance of the business</li> <li>• Communicate status of issues to shareholders</li> </ul>

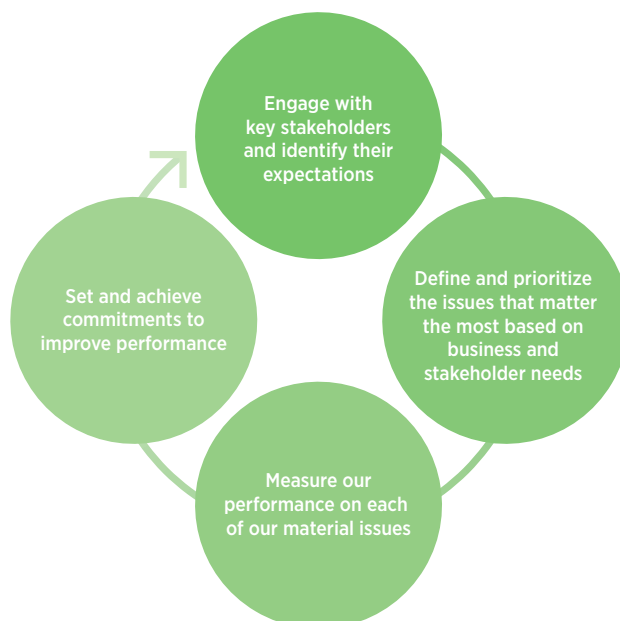


# 01

## Lead in the Adoption of Sustainability Management

We aim to continuously enhance our understanding of and responsiveness to the diverse needs of our stakeholders and their expectations of the company.

Each year we undertake the following process to review and refine our strategy and optimize the impact we create:



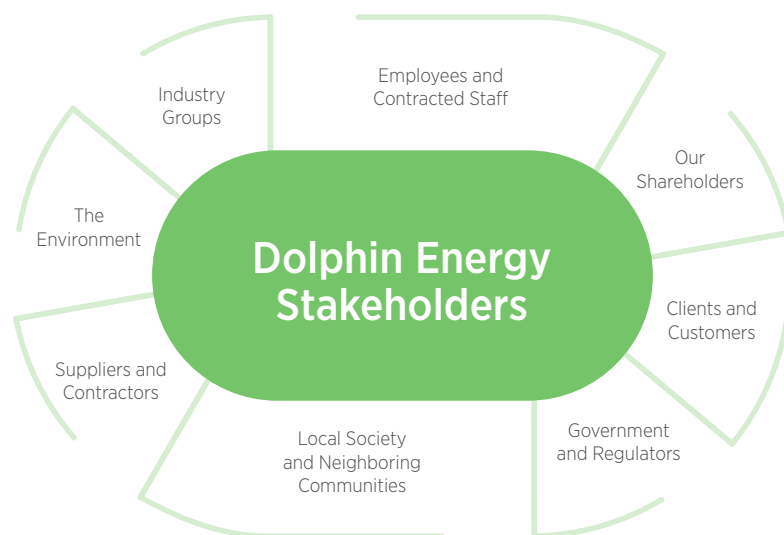


GRI  
G4-24, G4-25

### Our Stakeholders' Expectations

We aim to continuously enhance our understanding of and responsiveness to the diverse needs of our stakeholders and their expectations of the company. Input from our engagement with stakeholders

helps us identify the most material issues for our business, address these issues in an informed way, report on them, and ultimately improve our performance.

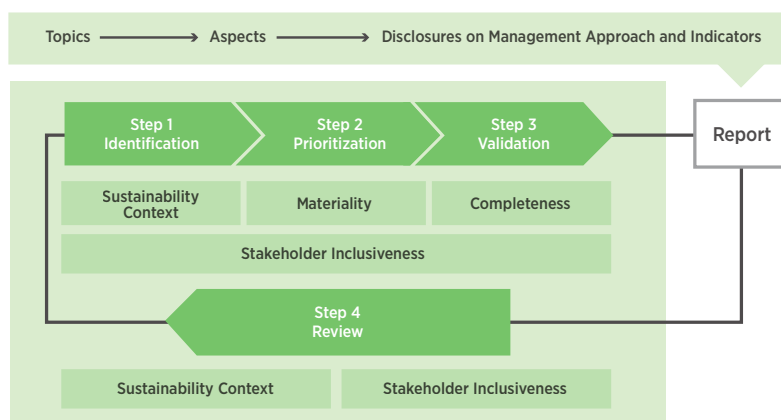


GRI  
G4-18

### Defining the Issues that Matter Most

We are committed to prioritizing the issues that matter the most to our stakeholders that directly intersect with our business. We seek to understand and prioritize these issues through a four-phase materiality analysis aligned with

the Global Reporting Initiative's G4 Sustainability Reporting Guidelines. This in turn enables us to address the right issues and report on them more effectively.





## Phase 1

### Identifying Relevant Issues

- To ensure the topics we have identified reflect broader sustainable development conditions and goals, we have compiled a comprehensive list of relevant sustainability topics/issues based on a detailed review of international and national sustainable development initiatives and guidelines including:
  - GRI G4 Aspects
  - GRI G4 Sector Disclosures
  - International Petroleum Industry Environmental Conservation Association (IPIECA) Voluntary Reporting Guidelines
  - The national visions and strategies of Qatar and the UAE
  - The Qatar Energy and Industry Sector Sustainability (QEISS) Program focus areas and indicators
  - Abu Dhabi Sustainability Group (ADSG) Sustainability Measures
  - Stakeholder Mapping Output

From this list, we were able to define 25 issues. These issues were then subject to assessment by representatives from all departments of the business, led by the company's Sustainability Working Group (SWG).

## Phase 2

### Prioritizing Relevant Issues

Each Dolphin Energy business unit evaluated the 25 material issues, analyzing the influence of each issue on the assessments and decisions of stakeholders, as well as on the ability of the organization to deliver its vision and strategy. Each business unit then rated the importance of each issue to Dolphin Energy and to the business unit's most significant stakeholders using a numerical scale. Business units also added new issues with particular relevance to their functions and rated them accordingly.

- The results were aggregated and analyzed to determine material issues average scores for each stakeholder group, for all stakeholders collectively, and for Dolphin Energy. The prioritization of issues for each individual stakeholder group was used to determine the boundaries for relevant topics.
- Scores were then scaled to fill a 1-10 spectrum and the Euclidian distance between the scaled values for each material issue was calculated to determine its final single score.
- A total of 21 material issues was selected (number reduced from 25 to 21 because of the merging of some material issues that fit together) and thresholds were set to define the highest rated third of issues as highly material, the middle third as somewhat material, and the lowest third as least material.

## Phase 3

### Validation of Material Topics Selected

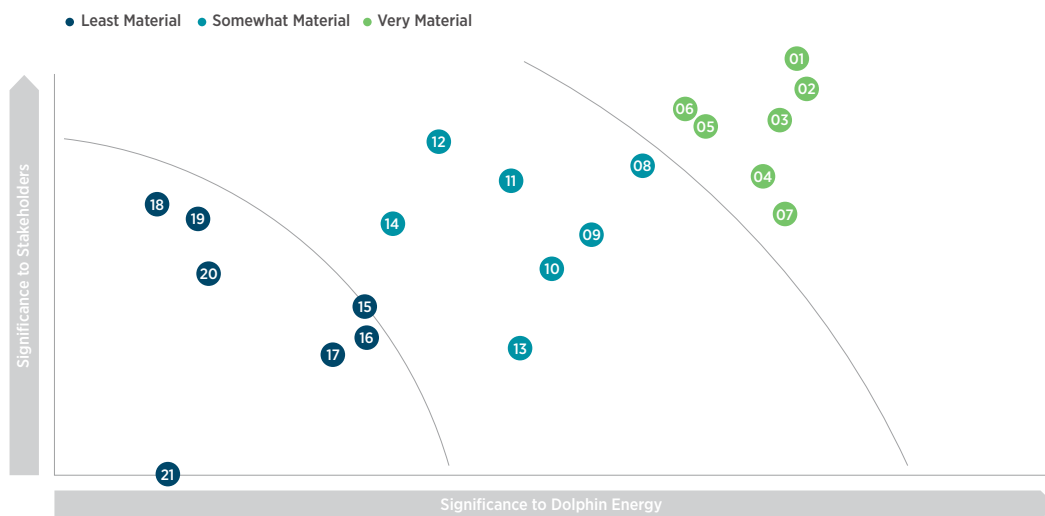
- Dolphin Energy's SWG and senior management team conducted a final review of the company's materiality matrix to ensure that the range of issues provides a reasonable and balanced representation of the organization's sustainability performance.

## Phase 4

### Review

- A review of Dolphin Energy's 2014 sustainability report was conducted in 2015 to evaluate the aspects identified as material in the 2014 reporting cycle against stakeholder feedback which was received in 2015, and the 2015 sustainability context.

### Materiality Matrix



# 01 Lead in the Adoption of Sustainability Management

GRI  
G4-19, G4-20, G4-21

Level of Materiality	Rank	Dolphin Energy Material Issues	GRI Material Issues	Most Concerned Stakeholders
Highly Material	1	Safety and Security	Occupational Health and Safety, Asset Integrity and Process Safety	Employees, Shareholders, Government, Customers, Environment, Contractors
	2	Compliance with Regulations	Compliance	Employees, Shareholders, Government, Customers, Environment, Contractors
	3	Transparency, Accountability and Integrity	Ethics and Integrity, Anti-corruption	Employees, Shareholders, Government, Customers, Environment, Contractors
	4	Reliable and Efficient Operations	N/A	Employees, Shareholders, Government, Customers, Environment, Contractors
	5	Emergency Preparedness	Emergency Preparedness	Employees, Shareholders, Government, Customers, Environment, Contractors
	6	Protection of the Environment	Water, Effluents and Waste, Compliance, Overall	Employees, Shareholders, Government, Customers, Environment, Contractors
	7	Achieving Operational and Financial Targets	Economic Performance	Employees, Shareholders, Government, Customers, Environment, Contractors
Somewhat Material	8	Employee Health and Wellbeing	Occupational Health and Safety	Employees, Shareholders, Government, Customers, Environment, Contractors
	9	Risk Management and Business Continuity	N/A	Employees, Shareholders, Government, Customers, Environment, Contractors
	10	Customer Satisfaction	Product and Service Labelling	Employees, Shareholders, Government, Customers, Environment, Contractors
	11	Stakeholder Engagement and Communication	N/A	Employees, Shareholders, Government, Customers, Environment, Contractors
	12	Research, Development and Innovation	N/A	Employees, Shareholders, Government, Customers, Environment, Contractors
	13	Employee Engagement and Satisfaction	Employment	Employees, Shareholders, Government, Customers, Environment, Contractors
	14	Sustainable Supply Chain	Procurement Practices	Employees, Shareholders, Government, Customers, Environment, Contractors
Least Material	15	Adopting Sustainability Management	N/A	Employees, Shareholders, Government, Customers, Environment, Contractors
	16	Nationalization and Job Creation	Market Presence, Indirect Economic Impact	Employees, Shareholders, Government, Customers, Environment, Contractors
	17	Enhancing the Capacity of Employees	Training and Education	Employees, Shareholders, Government, Customers, Environment, Contractors
	18	Carbon Emissions Reduction and Energy Efficiency	Energy, Emissions	Employees, Shareholders, Government, Customers, Environment, Contractors
	19	Engagement with the Local Community	Local Communities	Employees, Shareholders, Government, Customers, Environment, Contractors
	20	Strategic Partnerships and Collaborative Initiatives	N/A	Employees, Shareholders, Government, Customers, Environment, Contractors
	21	Workforce Diversification	Diversity and Equal Opportunity, Non-discrimination	Employees, Shareholders, Government, Customers, Environment, Contractors

Employees
Community
Industry
Shareholders
Government
Customers
Environment
Contractors

## Measuring Our Performance

Identifying the indicators that most clearly reflect our performance on our material issues, and accurately measuring and tracking our performance for those key indicators, allows us to gauge our progress towards our goals, understand the impact of our operations, drive continuous improvement in our performance and maintain a transparent dialogue with our stakeholders. It allows us to regularly assess the effectiveness of our strategy and modify it as necessary if it is not having the expected impact.

The table captures the key indicators used to measure our impact in the six areas of our sustainability framework, and our performance against those indicators over the past four years.



# 01 Lead in the Adoption of Sustainability Management

## Lead in the Adoption of Sustainability Management

We aim to lead in the adoption of sustainability management by continually improving our strategy and governance, and by building a culture of sustainability inside and outside the company. Our sustainability strategy starts with

ongoing dialogue with our stakeholders, which informs our assessment of material issues for our company, around which we organize our approach and measure our performance and set commitments for the future.

Operate with Excellence		Key Performance Indicators	2012	2013	2014	2015
Operational excellence is the cornerstone of our business; our supply of clean energy depends on our investment in reliable and efficient production and distribution, as well as a robust approach to risk management. Embedding excellence in our operations also delivers increased profitability for our company and high customer satisfaction. Ultimately, operational excellence empowers us to become a more environmentally and socially responsible company.	Total Gas Sold (Bbtu)	815,279	815,802	809,179	792,088	
	Total Recordable Injury Rate for Employees	0.32	0.89	0	0.48	
	Total Recordable Injury Rate for Employees and Contractors	0.38	0.45	0.20	0.68	
	Preventive Maintenance as a Percentage of Total Maintenance –Taweelah (%)	69.0	76.50	73.50	55.75	
	Ratio of Corrective-to-Preventive Maintenance –Ras Laffan	1.00	0.95	0.82	0.91	
	Revenue plus Net Sales (thousands USD)	2,570,101	2,888,698	3,071,789	2,101,113	
	Economic Value Distributed (thousands USD)	3,235,291	2,765,603	3,201,622	2,669,369	
	Economic Value Retained (thousands USD)	-665,191	123,095	-129,833	-568,255	
	Supply Disruptions to Customers	0	1	1	1	
	Customer Satisfaction Rating (biennial)	7.9	-	8.4	-	
Put Our People First						
We strive to build the best team for our company by identifying the right people at the right time for the right jobs, and providing them with opportunities to develop their skills in a workplace that is safe, energizing, rewarding and inclusive.	Total Workforce	1,202	1,221	1,097	1,083	
	Unplanned Turnover (% of workforce)	6	6	7	5	
	Average Hours of Training Provided per Employee	41	40	33	29	
	Employees Examined via Performance Reviews (%)	100	100	100	100	
	Female Employment Rate (%)	14	15	15	14	
Create Value						
As a company, we seek to create lasting value within the countries in which we operate through developing local talent, investing in local communities, and directly contributing to local economic growth through local procurement.	Percentage Emiratization (%)	49	52	55	55	
	Percentage Qatarization (%)	32	29	26	26	
	Community Contributions (thousands USD)	6,379	4,130	5,936	5,125	
	Amount Spent on Suppliers with Local Presence (%)	76	77	69	84	
Protect the Environment						
We work hard to address global environmental issues, such as greenhouse gas emissions, as well as regional issues such as air quality, water, waste generation and biodiversity. Through proactive environmental management and investment in new technologies, we strive to reduce to the minimum practicable any adverse effects of our operations on the environment.	Energy Intensity (GJ/MMboe Production)	167,686	164,272	164,341	172,585	
	GHG Emissions Intensity (Kt of CO <sub>2</sub> e/MMboe)	13.2	12.8	13.4	14.0	
	Flaring as a Percentage of Gas Available for Sale (%)	0.36	0.28	0.34	0.37	
	NO <sub>x</sub> Intensity (tons NO <sub>x</sub> /MMboe)	3.42	3.39	2.49	2.66	
	SO <sub>2</sub> Intensity (tons SO <sub>2</sub> /MMboe)	0.90	0.44	1.26	1.09	
	Water Intensity (1000m <sup>3</sup> /MMboe)	5.7	5.0	4.9	5.5	
	Water Recycled or Reused (%)	12	14	14	14	
	Waste Recycled (%)	18	21	22	19	
	Total Number of Reportable Spills	1	1	1	1	
Become a Better Corporate Citizen						
As a 'corporate citizen', Dolphin Energy has a responsibility to embed transparency and accountability in its governance, to hold itself to the highest standards of ethical conduct, and to ensure its business partners operate according to the company's own standards for responsible behavior.	Business Units Analyzed for Corruption (%)	100	100	100	100	
	Number of Incidents of Non-compliance with Laws and Regulations	0	0	0	0	
	Total Number of HSE&S Audits for Contractors	116	87	101	83	



## Committing to Improvement

The culmination of our engagement with stakeholders, assessment of our material issues, and measurement and analysis of our performance, is a set of commitments to achieve projects and performance targets designed to enhance our impact in the areas that matter most to our business and our stakeholders.

Sustainability Pillar	2015 Commitments	Status
Lead in the Adoption of Sustainability Management	Include a sustainability achievement award as part of the employee recognition and awards program.	Ongoing
	Establish requirements to publish online version of 2015 sustainability report.	Ongoing
Operate with Excellence	Achieve zero unplanned downtime incidents at the Taweelah Receiving Facilities.	Completed
	Conduct a safety culture survey.	Completed
	Conduct a company-wide HSE&S awareness program.	Completed
	Achieve a Total Recordable Injury Rate (TRIR) of 1.0 for employees and contractors.	Completed
	Conduct 8 HSE network inspection activities throughout the UAE gas network.	Completed
	Conduct 1 Crisis Exercise and 1 Major Emergency Exercise.	Completed
	Achieve successful operation of 3 new Export Gas Compressors.	Completed
	Conduct 18 Operations coordination meetings with gas customers, suppliers and other pipeline operators.	Completed
Put Our People First	Redesign our internal communications portal (Dolphin Direct).	On-hold
Create Value	Achieve 35% Nationalization across the UAE and Qatar.	Completed
	Train 100 nationals from the Northern Emirates for the UAE ABSHER Initiative.	Completed
Protect the Environment	Develop a draft GHG policy with specific metrics and reduction goals.	Completed
	Assess feasibility of installation of infrared cameras on the offshore platforms to ensure minimum flaring.	Completed
	Award EPC contract for Industrial Water Management Project.	Completed
	Install replacement burner on one high-pressure steam boiler to attain low NO <sub>x</sub> emission levels and eliminate steam usage.	Ongoing
	Launch Be'ati Watani in Qatar.	Completed
Become a Better Corporate Citizen	Conduct CBC training sessions with each user department building upon the previous year's program.	Completed
	Issue draft community investment guidance document.	Ongoing

Sustainability Pillar	2016 Commitments
Operate with Excellence	Finalize Enterprise Risk Management Standard.
	Achieve zero unplanned downtime incidents at the Taweelah Receiving Facilities.
	Conduct 4 HSE network inspection activities throughout the UAE gas network.
	Launch Golden Safety Rules.
	Begin tracking enhanced set of health and industrial hygiene performance indicators.
	Implement Corporate Action Tracking System (CATS).
	Establish a contract for oil spill management (onshore and offshore).
	Maintain a Total Recordable Injury Rate (TRIR) less than 1.0 for employees and contractors.
Put Our People First	Implement In Vehicle Monitoring System (IVMS) in Qatar
	Finalize design of Future Leaders Program.
Create Value	Maintain 55% Emiratization target.
	Achieve 30% Qatarization target.
	Meet MOPA target by recruiting 18 UAE Nationals and training 100 candidates.
	Launch National Ambassador Program.
Protect the Environment	Install replacement burner on one high-pressure steam boiler to attain low NO <sub>x</sub> emission levels and eliminate steam usage.
	Complete 2016 shutdown tie-ins for Industrial Water Management Project.
	Develop a carbon footprint calculator to assess GHG emissions from offices.
Become a Better Corporate Citizen	Issue GHG management policy and strategy framework.
	Conduct corporate audits on 6 contractors selected based on their high risk level (risk to nature and scope of services).



# 01

## Lead in the Adoption of Sustainability Management

### Building a Culture of Sustainability

Building a culture of sustainability is a key component supporting our journey towards sustainability. It also means that all members of the company hold shared assumptions and beliefs about the importance of balancing the economic, environmental and social impacts of the company's operations.

Our Sustainability Working Group (SWG) champions sustainability principles, initiatives, and programs during the year, helps to establish departmental sustainability objectives and performance indicators, and is instrumental in the production of the annual sustainability report. The group comprises representatives from the company's business units, brought together to work collectively on driving the value of sustainability across the company. The SWG meets several times a year, to agree and collaborate on sustainability projects.

It also encourages and guides the company's departments to discuss their organizational functions and roles in achieving sustainability goals. Above all, the formation of the SWG illustrates Dolphin Energy's firm belief that sustainability is a team effort.


Dolphin Energy also works to enlist every employee to act at work and at home for a more sustainable future by offering sustainability training and events for all employees, tackling a range of sustainability issues. To mark the launch of the 2014 Sustainability Report, Dolphin Energy held its fourth Sustainability Week to promote awareness and engage employees and their families in the company's sustainability accomplishments. During the week, employees had the opportunity to participate in a sustainability report quiz; those who answered all questions correctly were entered into a raffle to win gift vouchers.

---

**Our Sustainability Working Group (SWG) encourages and guides the company's departments to discuss their organizational functions and roles in achieving sustainability goals.**

---





Dolphin Energy works to enlist every employee to act at work and at home for a more sustainable future by offering sustainability training and events for all employees, tackling a range of sustainability issues.



# OPERATE WITH EXCELLENCE

---

To us, operational excellence means running our operations safely, reliably, and efficiently. It is the formation and implementation of a management approach that drives consistency in performance across Dolphin Energy. Ultimately, it is fundamental and enables us to achieve long-term growth, value creation and sustainability goals.

Our journey towards sustaining operational excellence is never over; it requires continuous improvements to our performance through investment in reliable and efficient production and distribution, ensuring customer satisfaction, a relentless focus on effective risk management, working to meet the highest health and safety standards, maintaining integrity of our assets, and streamlining our operational processes.

---



## Production and Distribution

We cater to 6% of Oman's gas needs and meet 30% of the UAE's energy requirements by delivering significant volumes of natural gas to both countries. We have maintained our maximum production of 730 Bscf of gas and supplied required sales gas to our long term customers each year since 2010.

Regional demand for energy continues to rise as a result of population growth and the expansion of economies. This demand is seasonal in nature,

with significant peaks in the summer cooling season. To meet customers' needs, we deliver additional volumes of clean energy made available through third party supply.

To learn more about the marketing and distribution of Dolphin Energy's natural gas and its by-products, please visit the Marketing and Distribution page on our website:

<http://www.dolphinenergy.com/en/3/marketing-and-distribution>

Total Gas Sold (BBTU)	2012	2013	2014	2015
Total Gas Sold (BBTU)	815,279	815,802	809,179	792,088

Production Sales Highlights	2012	2013	2014	2015
Export of Lean Gas (Bscf)	730	730	730	730
Condensate Produced (1000 bbl)	34,253	32,863	33,126	33,706
Volume of Ethane Sales (tons)	1,227,185	1,253,148	1,216,234	1,269,517
Volume of Propane Sales (tons)	814,623	810,104	808,883	808,713
Volume of Butane Sales (tons)	464,011	463,457	473,330	460,744
Volume of Sulfur Sales (tons)	270,482	270,033	271,328	264,491

Materials Consumed	2012	2013	2014	2015
Raw Wet Gas (MMscf)	861,391	861,072	871,519	873,423

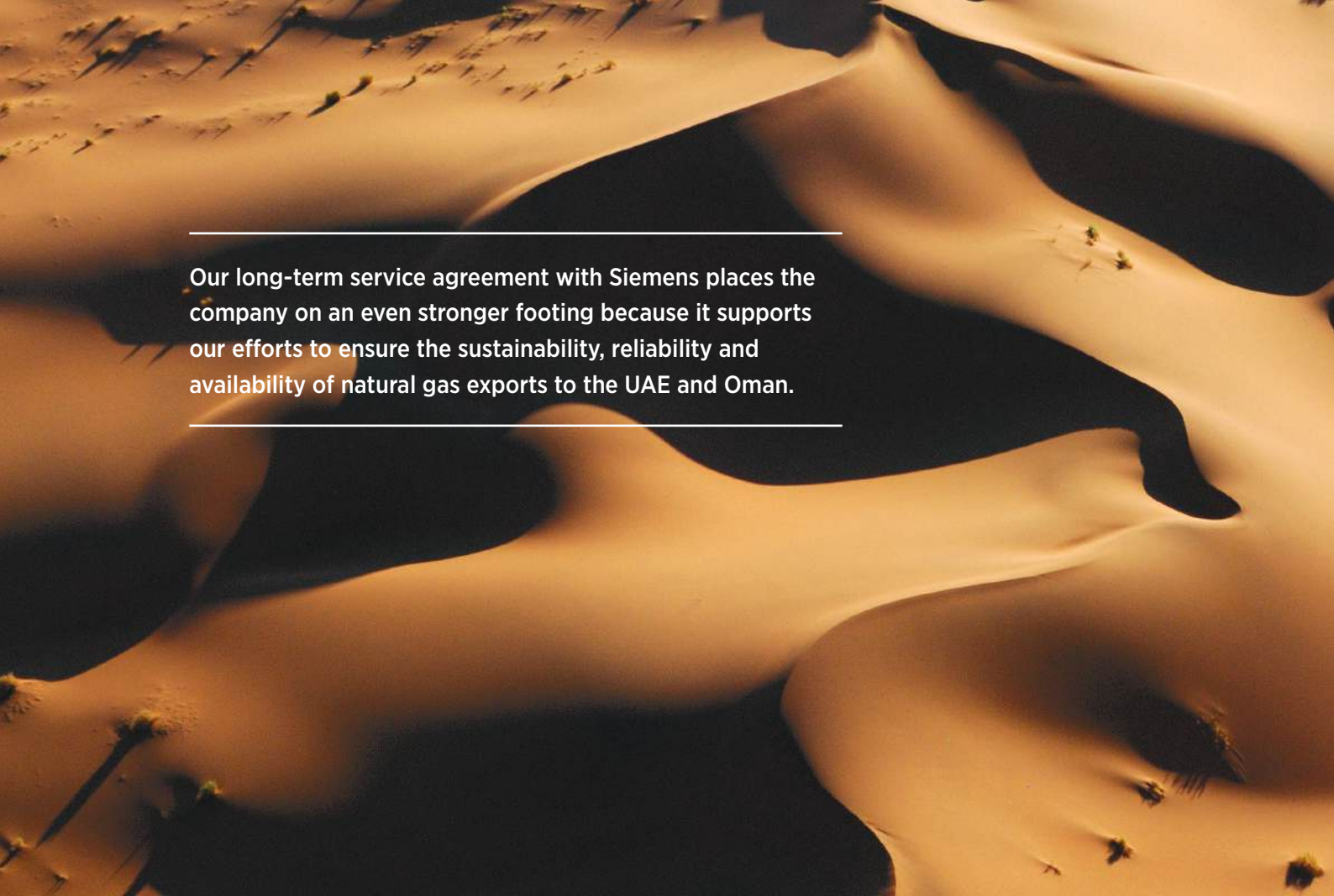
### Export Gas Compressor Upgrade Project

We have completed our Export Gas Compressor (EGC) upgrade project at Dolphin Energy's onshore gas processing plant in Ras Laffan, Doha, with the achievement of the successful operation of three new EGCs installed in 2014. This brings to nine the total number of EGCs the company can use to maintain natural gas exports to the UAE and Oman.

As a result, we have increased the plant's compression capacity to 3.2 Bscf per day to match the company's export pipeline capacity of the same amount. Consequently, we have enhanced the reliability and availability of natural gas exports to our customers in the Emirates and Oman.

The upgrade was completed safely, with zero lost time incidents, ahead of time and below budget.





---

**Our long-term service agreement with Siemens 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.**

---

### **Ensuring Successful Operation of Three New Export Gas Compressors**

In 2015, Dolphin Energy signed a Long-Term Service Agreement (LTSA) with Siemens to provide 18 years service and major maintenance to the three new EGCs and six existing EGCs at our gas compression and processing plant in Ras Laffan. Our CEO Mr. Adel Ahmed 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."

### **Nitrogen Gas Supply**

Since the start-up of our upstream gas plant, nitrogen consumption has exceeded nitrogen production from our plant nitrogen generation unit. We therefore imported nitrogen from an external liquid nitrogen supplier to provide an additional reliable source of gaseous nitrogen supply and compensate for shortages at plant peak demand during shutdown and process expansions. The liquid nitrogen gas was transported to our plant via road tankers on a regular basis.

With a new agreement signed in 2014, GASAL Q.S.C., Qatar constructed in 2015 a pipeline for supplying gaseous nitrogen to our upstream gas plant. This eliminated the risk associated with liquid nitrogen transportation by road tankers and the risk associated with manual handling of liquid nitrogen by Dolphin Energy operators. In addition, it provided a source of reliable nitrogen supply in the event of an outage of Dolphin Energy's nitrogen generation and reduced operational costs.



## 02 Operate with Excellence

### Enterprise Risk Management

After we completed and issued our Enterprise Risk Management (ERM) Policy in 2014, we have begun to implement our ERM program that provides more effective management of business risks in alignment with the International Standard on Risk Management (ISO 31000).

In 2016, we plan to finalize a new Enterprise Risk Management Standard, to develop internal

procedures and risk training modules in alignment with this standard, to conduct strategic risk and operational risk assessments across Dolphin Energy, and to integrate risk management requirements into internal processes related to project management, audit, HSE management, and others.

### Business Continuity Management

Business Continuity Management helps us identify the critical business processes, the risks of disruption, and develop strategies and plans to improve the business resilience of Dolphin Energy and respond to any interruptions to business operations.

At Dolphin Energy, the Business Continuity Management System (BCMS) addresses each of the five major components of the business: our staff, facilities (plant, pipeline infrastructure, offices, IT, etc.), downstream operations, upstream operations and supporting services. A draft of the business continuity plans for the four Dolphin Energy operational sites was completed in 2015 and table top exercises were performed. These exercises have helped fine tune the plans which will be completed in 2016.

The completion of the BCMS enables Dolphin Energy to quickly identify the critical activities in the event of a business interruption, and have rehearsed and effective plans in place to continue or recover those activities with minimum disruption to the business and its customers. More importantly, it will ensure that there is improved resilience in the processes and the supporting infrastructure through Business Continuity Risk Assessments.

A legal requirement to implement business continuity management in UAE government entities was mandated by the federal entity, the National Emergency Crisis and Disasters Management Authority (NCEMA), in February 2014, in accordance with its Federal BCM Standard released in 2012 and later updated in 2015. As a result of its work in this area, Dolphin Energy is well prepared to comply.

### Project Management

In our efforts to maintain the highest levels of performance, we have successfully implemented our enhanced Project Management System (PMS). The new PMS sets out procedures and controls that ensure the efficient, timely, and effective delivery of projects in line with corporate objectives. The new system has also been integrated into our contractors' systems.

Dolphin Energy is also implementing a number of initiatives to build a culture of quality at the

company. This includes a Quality Induction Program, monthly bulletins, monthly reports to management, and frequent meetings and workshops with employees and contractors to explain quality requirements and support compliance. In 2015, a projects quality survey was conducted to collect employees' feedback on quality performance relating to a number of key issues.



## Health and Safety

We strive to achieve world-class performance where everyone in our organization embraces safety at all times. Maintaining and enhancing a strong safety culture is our primary focus. We have systems in place that cover all aspects of health and safety, incorporating comprehensive safety procedures and risk assessment processes. We rigorously assess our safety performance through internal audits to ensure compliance with our HSE management system, and provide periodic training to employees to ensure they behave safely and to develop their capacity and manage risks inherent in our activities.

The Health, Safety, Environment and Security (HSE&S) division is responsible for developing safety standards, strategies and plans. HSE&S proactively monitors and reports on performance, which helps us build on our past excellence and learn from mistakes, adjusting our performance

along the way to avoid repeating such incidents in the future.

Our approach to safety embraces occupational safety, which is focused on the safety, health and wellbeing of people engaged in work for us and process safety, which includes integrity, reliability, and efficiency of assets.

To learn more about our approach to ensuring health and safety please visit the Health and Safety section on our website:

<http://www.dolphinenergy.com/en/40/qhse-and-s/workplace-health-and-safety>

### Continued Improvements in Safety Performance:

- 50% reduction in annual accident frequency rate
- 96% incident investigations completed
- 42 million man hours without reporting a single LTI incident
- 1,767 safety awareness sessions and tool box talks on site


## Occupational Safety

During 2015, we achieved zero lost time injuries and fatalities among our employees and contractors. However, the number of recordable injuries increased to five in total; one employee injury and four contractor injuries (three medical treatment cases and one restricted work case). The Total Recordable Injury Rate (TRIR) for the entire workforce increased from 0.20 to 0.68 as a result. This increase in TRIR reflects the challenge of securing an injury-free workplace for large-scale projects. We will continue to target the development of a safe working environment where no injuries occur. We thoroughly investigate each incident and identify the root cause so we can take action to prevent reoccurrences.

In 2015, Field HSE in Qatar achieved a major reduction in the number of incidents in the plant including both equipment failures and human errors, with 50% less than 2014. Many factors contributed to this decrease in incidents including awareness sessions, fewer equipment failure incidents, lessons learnt from previous years and timely incident investigations.

There were also zero incidences of occupational illness among our employees and contractors in 2015. In November 2015, our employees and contractors celebrated reaching an important milestone in our offshore operations program by achieving seven years without a lost time incident (LTI) since operations began in 2007.

Occupational Safety	2012	2013	2014	2015
Fatalities (Contractors and Employees)	0.00	0.00	0.00	0.00
Lost Time Incident Rate for Employees	0.00	0.45	0.00	0.00
Lost Time Incident Rate for Contractors	0.00	0.00	0.00	0.00
Total Lost Time Incident Rate for Employees and Contractors	0.00	0.15	0.00	0.00
Total Recordable Injury Rate for Employees	0.32	0.89	0.00	0.48
Total Recordable Injury Rate for Contractors	0.40	0.23	0.25	0.75
Total Recordable Injury Rate (Employees and Contractors)	0.38	0.45	0.20	0.68



---

**Our Safety Culture Survey achieved a 56% response rate, and overall the SCS findings were positive. The main areas of strength were ‘team support for safety’, ‘environment’, ‘amount and quality of safety training’, and ‘emergency readiness’.**

---

In our efforts to enhance occupational safety at Dolphin Energy, we consistently train our workforce to ensure competency in the work they do, and give our employees and contractors the authority and responsibility to stop work if they believe conditions are unsafe.

In 2015, we conducted a Safety Culture Survey (SCS) to obtain a better understanding of how we can develop an even stronger safety-first mindset. The results provide guidance for monitoring the status and progress of our safety culture. The Safety Culture Survey achieved a 56% response rate, and overall the SCS findings were positive. The main areas of strength were ‘team support for safety’, ‘environment’, ‘amount and quality of safety training’, and ‘emergency readiness’.

We have successfully updated our Permit to Work (PTW) system to a single robust electronic PTW system that further enhances the control and monitoring of all our operations. The new e-PTW system includes functionalities that allow requesting, reviewing, approving and documenting Permits to Work for tasks that are carried out by frontline workers.

At the end of 2015, we further enhanced our Workplace Activities Targeting Control of Hazards (WATCH) program by bringing it online. Now anyone can report unsafe acts or conditions they have witnessed by filling out an electronic WATCH (e-Watch) card. E-Watch cards help us analyze and identify the trends of all recorded safety issues.

As part of our efforts to enhance business processes, we have replaced our Knowledge Management System (KMS) with a new Corporate Action Tracking System (CATS) which will be launched early 2016 to manage corrective actions and improve the correspondence and workflow of any action tracking process. CATS centralizes events throughout the lifecycle of a corporate action into a single workspace, providing capturing, tracking, processing and notification functions. CATS will be used in the management of inspections, incidents, risks, audits, and watch observations.

Driving is considered to be a high risk activity for Dolphin Energy personnel who patrol along the UAE Gas Network and commute between offices and operational areas in both Qatar and UAE. As part of our efforts to ensure the safety of our drivers, we plan to install In Vehicle Monitoring System (IVMS) in all our leased vehicles in Qatar in 2016. This will complement the same practice in the UAE. IVMS is designed to monitor, record, analyze and help improve driver and vehicle performance. Information from the system will then be used to promote safety and good driving behavior and techniques, enhance fleet management, and reduce fleet operating costs.



## STOP & THINK

In 2015, we continued with the roll out of a company-wide 'Stop and Think' campaign to help keep safety at the forefront of our employees' and contractors' minds.

The campaign was implemented in two phases. The first phase focused on increasing the awareness of human errors, their impact and how we can eliminate them. The second phase

was conducted during preparation for the 2016 shutdown. 'Stop and Think' presentations were given to all employees in Ras Laffan, and further awareness sessions were conducted for plant safety administrators, maintenance and operations personnel, and contractors. The total number of attendees reached 335.

### Golden Safety Rules

To strengthen and improve our safety performance, we identified a set of 12 Golden Safety Rules in 2015 to serve as a constant reminder of Dolphin Energy's most important safety requirements. These rules will be introduced in 2016 through a variety of communication and interactive training. They will be strictly enforced to ensure the safety of our people and the communities we operate in. Everyone working for or on behalf of Dolphin Energy will be held responsible for making sure they fully understand the rules and follow them at all times. Disciplinary actions will be taken if the rules are violated.

We also have several programs to engage our employees specifically on HSE&S issues. The Office Employee HSE Committee is responsible for promoting HSE&S awareness in support of our commitments to the protection of health, safety, the environment and security,

and strives for HSE&S excellence. The role of the Committee is to motivate employees to actively participate in all aspects of HSE&S, from corporate HSE&S initiatives, support for HSE&S related events in local schools and charities, to ensuring collaboration between all participating departments. The Committee also promotes HSE&S awareness to all employees, their families and the local communities where we operate.

In 2015, we developed a specific tool called HSE Majlis, through which we share personalized HSE&S tips with our staff to help raise awareness and foster a safe and healthy workplace and lifestyle among all our employees and contractors.

## 02 Operate with Excellence

### Health and Wellbeing

We are committed to fostering a healthy working environment for all our employees. We have an Occupational Health Management Plan that was developed in 2014; the plan contains foundation domains and key elements to continually improve the implementation and effectiveness of health protection initiatives and health promotion programs.

We seek to encourage our employees to lead healthy balanced lifestyles and participate in wellness programs when they can. We recognize that this will benefit both our people and our business. In 2015, we had a very low absenteeism rate (0.04%), which is evidence of the cost-effectiveness of the workplace health initiatives we provide across the company.

### Health Campaigns

We plan our health campaigns to coincide with global events as much as possible to maximize reach and impact of awareness. In 2015, a large number of campaigns and events were rolled out across the company to educate and motivate employees to make healthier choices. These included 'Feed Your Brain', through which nutritional information about food was shared across the company, including details on how

food can affect mood, memory, and the ability to focus. 'Step into Health' was another program, launched to encourage each employee to walk 10,000 steps or more in one day, using a non-competitive, recreational and social approach. This program's goal was to decrease the risks associated with cardiovascular disease, diabetes, cancer, hypertension, obesity and osteoporosis.





## 02 Operate with Excellence

### Process Safety

We seek to apply the principles of process safety management in the daily operations of our business to prevent, mitigate and respond to major incidents that can result in serious harm to people and the environment. Every month, we carefully track and report the process safety performance of our operations against leading and lagging indicators to measure our performance. Doing so helps us prevent safety incidents, map early trends, mitigate risks before they occur, and learn and further improve our operational performance.

In addition, we have revamped and reviewed our Management of Facility Change (MOFC) process in 2015, a significant component of our overall approach to process safety. The associated procedures and policies were updated in line with the new process, taking into consideration the different roles and responsibilities of all stakeholders involved.

### Process Safety Management Campaigns

In 2015, Dolphin Energy conducted two surveys to collect input from managers about areas for improvement in process safety management at the company. The first survey targeted the company's upper management by focusing on the commitment to process safety at the facilities managed, while the second survey targeted middle management with questions relating to the good practices of process safety at each facility. Based on the survey results, two Process Safety Management (PSM) campaigns were dedicated to increasing understanding of process safety and PSM Key Performance Indicators (KPIs).

During the PSM campaigns, our process safety KPIs were broken down and discussed. In total, four PSM awareness sessions were delivered to ensure company-wide coverage that included the locations of Ras Laffan, Dolphin Energy Tower in Doha, and our offices in Abu Dhabi. The sessions delivered key information with regard to each of the 11 lagging and leading KPIs, including data gathering, reporting, trending and target setting. In addition, opportunities for improvement were discussed to support additional target setting.

You can read more about our approach to process safety and risk management on our website:

<http://www.dolphinenergy.com/en/39/qhse-and-s/process-safety-and-risk-management>



## Emergency Preparedness and Response

To ensure the safety of our people, properties, and the communities in which we operate, we regularly review and update our emergency response plans and processes for Dolphin Energy operational sites. In 2015, we carried out 25 emergency response drills and tabletops, four more than the previous year, to ensure that in the event of an incident or an emergency, we are able to address it as quickly and safely as possible.

A major emergency exercise was carried out covering both Qatar and the UAE to test the company's emergency response procedures and communication at all three levels of the company: operations site level, country level, and support teams level. The full-scale exercise staged a crane collapse in the Ras Laffan Plant that resulted in a rupture and gas release from a main pipeline. Over the course of the exercise, a gas explosion occurred that caused multiple casualties and some fatalities with a disruption of gas processing. The completion of this exercise was a major success.

Findings from this exercise debrief were shared across the company and will be used to enhance our emergency response process for the future.

We also conduct regular emergency response exercises in collaboration with other operators and specialized external consultants. In 2015, we carried out joint exercises with Oman Gas Company, Abu Dhabi Water and Electricity Company (ADWEC) and GASCO.

In addition to the above, the IT department conducted two major disaster recovery tests in both Qatar and the UAE, simulating a global failure at data center level requiring the recovery of all services in remote locations. These tests were completed in record time (less than 24 hours) against the business requirements of five days, with a huge improvement in the Ras Laffan to Doha failover test. In 2013, recovery time was 112 hours, which was reduced to 16.5 hours in 2015.

## Operational and Mechanical Integrity of our Assets

We focus on maintaining asset integrity by carrying out inspections, testing equipment, applying sound engineering principles, and implementing robust operating practices.

We are committed to periodically patrolling our pipeline network and surveillance systems to inform our preventive maintenance program. Eight HSE network inspections were conducted in 2015 throughout the UAE gas network. These inspections help to identify maintenance issues, and ensure routine maintenance is performed at regular intervals to prevent sudden unplanned failures in critical equipment.

Due to our Plant Maintenance Improvement Program (SAPIENT), a project for optimizing plant maintenance schedules, the percentage of preventative downstream maintenance that dropped from 73.5% to 55.75%. Automatically generated work orders were disabled during the first three quarters of 2015 to allow for the new configuration; this resulted in less preventive maintenance being captured by the system. SAP usage is now back to normal and in 2016 we expect to return to the level of our 2014 performance in this area.

Preventive Maintenance Program	2012	2013	2014	2015
Preventive Maintenance as a Percentage of Total Maintenance – Taweelah (%)	69.00	76.50	73.50	55.75
Ratio of Corrective-to-Preventive Maintenance – Ras Laffan	1.00	0.95	0.82	0.91



### Elimination of Single Points of Failure

Dolphin Energy's export pipeline (the largest underwater gas pipeline in the world) is recognized as one potential single point of failure, and thus represents a significant risk to the continuous supply of gas to customers. The Emergency Pipeline Repair System (EPRS), planned to be in place by 2017, will enable Dolphin Energy to instantly react to any accidental damage to the export pipeline or to either of the sealines transporting raw gas from Dolphin Energy production platforms to its Gas Processing Plant at Ras Laffan. In 2015, we obtained approval to proceed with the detailed design, manufacturing, testing and delivery of the EPRS equipment, as well as for awarding the design consultancy for the EPRS Marine Base in Taweelah. The new base is expected to achieve an Estidama 2-Pearl Rating.

In 2015, we also enhanced the reliability of our existing plant fire-fighting system at Ras Laffan, and facilitated the maintenance of its fire-fighting water storage tank by connecting the company's fire-fighting water storage tank to Ras Laffan Industrial City's fire-fighting water ring main through a 24 inch Glass Reinforced Epoxy (GRE) pipeline with an approximate length of two kilometers. This pipeline serves as backup to our fire-fighting water source and has reduced the risk of fires through the regular maintenance of our water storage without the need to shut down the plant.

### Annual Shutdown Program

In early 2015, we marked the completion of one of the most complicated and challenging annual shutdown programs ever undertaken since operations began in 2007.

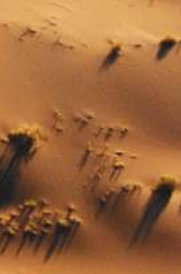
We were able to achieve significant performance improvement of Train-1 and Train-2 gas driers by modifying internals in their inlet separators. The molecular sieve was replaced in Train-1 and Train-2, one train at a time. The new internals reduce frequency of maintenance requirements and improve performance on gas and liquid separation. In addition, we completed extensive repairs and modifications to the sulfur condensing system of one of our sulfur recovery units.

In addition, we completed the shutdown of the DOL-2 production platform four days ahead of schedule, meeting all objectives and costs with zero LTI.

In total, over 1.3 million contractors and sub-contractors' man hours were consumed amounting to over 2,800 personnel during peak days.

#### 2015 Annual Shutdown Modifications by Numbers:

- 400+ equipment inspected/repared
- 400 Method Statements completed
- 350 Task Risk Analyses (TRA) completed
- 500+ valves overhauled
- 5 Down-Graded Situations (DGS) rectified
- 2 Single Point Failures (SPF) removed to normal



### Well Integrity Management System

Our Well Integrity Management System (WIMS) ensures the safety, reliability, efficiency and general fitness for service of every well. The WIMS identifies the processes, controls, procedures and accountabilities to be adopted in order to safeguard the long-term integrity of the wells through which we extract raw gas. The WIMS was first rolled out in 2014 with the aim of reducing the risk of uncontrolled releases of liquids or gases (formation fluids). The system provides real time information to enhance the management of the wells and early detection of any potential incident, and helps prioritize the most critical wells for workover.

### Pipelines Integrity Management System

The integrity of our pipeline system is a top priority at Dolphin Energy. In 2015, we integrated all of Dolphin Energy's upstream pipelines into a Pipelines Integrity Management System (PIMS) to reduce the possibility of pipeline leaks. The new system extends the life of our pipelines in the most cost effective manner and simultaneously maintains adequate safeguards for our people and the environment. The PIMS improves the availability, accessibility and reliability of the pipeline integrity data. It also increases the information and analytical capabilities for operating team members to achieve rapid, systematic and proactive identification of risks to make timely and well informed decisions.

### Ensuring Plant Availability

One outcome of our commitment to process safety and asset integrity is ensuring a very high level of availability at our plant and export gas compressors (EGCs). For the past four years, we have achieved 100% plant availability, and no less than 99.80% availability of our EGCs.

In 2015, we initiated a study to quantify the additional operating capacity available in the Ras Laffan onshore facilities when one of the four gas processing trains is shut down with the goal of maintaining maximum throughput of natural gas supply using just three trains. This investigation

will help in maintaining a higher plant production rate during shutdown thereby providing more reliable operations, and subsequently improving customer satisfaction. The study is being conducted in three phases: the safety phase identifies the maximum safe operating capacity with three trains running to ensure safety systems do not exceed their design limitations. The subsequent phases will determine the process unit capacity limitations and identify any constraints in achieving the maximum operating capacity that will be defined in the study safety phase.

<b>EGC Long-Term Service Agreement (LTSA) Availability</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Plant Availability (%)	100.00	100.00	100.00	100.00
Export Gas Compressor (EGC) LTSA Availability (%)	99.93	100.00	99.80	99.91

---

The integrity of our pipeline system is a top priority at Dolphin Energy. In 2015, we integrated all of Dolphin Energy's upstream pipelines into a Pipelines Integrity Management System (PIMS) to reduce the possibility of pipeline leaks.

---



## 02 Operate with Excellence

### Loss of Primary Containment

Losses of primary containment (LoPC) include both planned and unplanned releases from tanks, pipes or equipment used for containment. In 2015, we have not had a loss of primary containment

that caused harm to any employee or costly damage to any equipment. We experienced one Tier 2 incident that did not cause any injuries. More details can be found on page 65.

Loss of Primary Containment	2013	2014	2015
Tier 1	1	0	0
Tier 2	1	1	1

Tier 1 Process safety events are losses of primary containment from a process of greatest consequence – causing harm to a member of the workforce or costly damage to equipment, or exceeding defined quantities.

Tier 2 Process safety events are those of lesser consequence than Tier 1.

---

Delivering profitable growth and consistent high returns to our shareholders is one of our top commitments. We try our best to meet current challenges due to the volatile oil and gas price environment with significant efforts underway to decrease operating expenses and capital spend.

---

## Financial Performance

Delivering profitable growth and consistent high returns to our shareholders is one of our top commitments. We try our best to meet current challenges due to the volatile oil and gas price environment with significant efforts underway to decrease operating expenses and capital spend. In 2015, through better operational efficiencies and leverage of our assets and capabilities we managed to decrease our operating expenses by 37%, in comparison to the previous year.

In 2015, we successfully secured a fifteen-year term loan facility of USD 863 million at a highly competitive price to refinance the capital expenditure previously funded by equity, and provide enhanced leverage.

<b>Economic Value Distributed (Downstream Operations Only) (Thousands USD)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Amount Paid in Operating Costs	1,670,310	1,929,503	2,031,395	1,269,708
Amount Paid to Providers of Capital	1,413,818	684,895	1,015,454	1,237,711
Amount Paid in Salaries and Benefits to Employees*	52,114	53,857	53,077	50,716
Amount Paid in Community Investments	4,831	3,220	5,305	4,606
Depletion, Depreciation and Amortization	94,218	94,127	96,391	106,627

\*Represents employees in operations and support; excludes third party contractors.

<b>Direct Economic Contribution (Downstream Operations Only) (Thousands USD)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Revenue plus Net Sales	2,570,101	2,888,698	3,071,789	2,101,113
Economic Value Distributed	3,235,291	2,765,603	3,201,622	2,669,369
Economic Value Retained	-665,191	123,095	-129,833	-568,255*

\*Values negative because economic value distributed included dividends distributed from retained earnings of previous year.

<b>Sales Performance</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Sales as a Percentage of Target Forecast (%)	127	117	123	80

<b>Plant Revenue (Thousands USD)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Gas Revenue	2,568,516	2,887,931	3,071,629	2,100,904
Condensate Revenue	953,906	739,006	702,648	436,759
Propane Revenue	188,753	146,144	135,810	81,625
Butane Revenue	110,463	86,232	81,652	49,333
Ethane Revenue	29,935	25,774	25,937	27,299
Sulfur Revenue	11,713	5,830	8,468	9,300



## 02 Operate with Excellence



---

We are committed to meeting the needs of our customers. We listen carefully to what they have to say about working with us, and seek to be responsive by implementing measurable improvements wherever necessary.

---

## Customer Satisfaction

We are committed to meeting the needs of our customers. We listen carefully to what they have to say about working with us, and seek to be responsive by implementing measurable improvements wherever necessary. We continue to engage and interact with our customers through different programs and initiatives such as site tours, distribution of 'Dolphinsight' the company newsletter, and business relationship forums. The site visits help our customers learn exactly how our processes work, and understand the factors that affect gas supply.

Our customer survey, which we conduct biennially, is another important mechanism in which we engage with our customers, and we are dedicated to improving our customer satisfaction survey score each year. Through the survey we seek input on topics related to commercial relations, maintenance programs, operational relations, safety and environmental protection, and the overall perception of Dolphin Energy. The survey is conducted by an expert independent consultant in coordination with the Marketing and Commercial Division, and examines the overall satisfaction levels of each customer. In our most recent survey completed in 2014, the results indicated a high level of customer satisfaction (8.4 out of 10).

We have a customer complaints system in place that also serves as a channel of feedback from our customers. Grievances submitted by customers are directly reported to the CEO. However, no complaints have been received to date.

### Our customers in 2015:

- Abu Dhabi Water and Electricity Company (ADWEC)
- Dubai Supply Authority (DUSUP)
- Oman Oil Company (OOC)
- Ras Al Khaimah Gas Commission (RAK Gas)
- Ras Laffan Olefins Company (RLOC)
- Qatar Petroleum (QP)
- Federal Electricity and Water Authority (FEWA)
- Sharjah Electricity and Water Authority (SEWA)
- Abu Dhabi Gas Industries Ltd. (GASCO)
- Qatar International Petroleum Marketing Company Ltd. (Tasweeq)

Customer Satisfaction	2012	2013	2014	2015
Customer Satisfaction Score	7.9	*	8.4	*
Supply Disruptions to Customers	0	1	1	1

\*Customer satisfaction surveys are conducted biennially from 2010.



# PUT OUR PEOPLE FIRST

---

At Dolphin Energy, we recognize that our long-term success is driven by each and every one of our 1,083 employees. We strive to cultivate a work environment on different fronts that continually seeks to keep our employees safe and healthy, rewards them fairly, and embraces diversity and inclusion at every level of the company. We focus on being a trusted company that is recognized as an employer of choice, with the objective of providing rewarding careers and development opportunities that allow us to attract and retain the right people.

---

## Our People

Our people are committed, qualified, creative, and one of our major assets. They are vital to the implementation of our business strategy and to achieving our vision.

The pillars of our strategy are to provide world class human resources programs dedicated to employee growth, development and engagement, attraction and retention of the industry's best talent and nationalization. We strive to be the model of excellence for leadership in progressive HR services which foster an environment that sustains Dolphin Energy's core values of fiscal responsibility, integrity, respect, social responsibility, and teamwork.

At the end of 2015, our team consisted of 1,083 full-time employees with 75% of the workforce based in Qatar and 25% in the UAE. We have 12 senior managers and 17 middle managers overseeing our 1,054 staff. Among our employees, we count 39 service contractors and 17 secondees from our international partners.

Attracting talented young people is critical to Dolphin Energy; these individuals are the next generation of experts that will support our business. To date, 18% of our workforce is made up of young people between the ages of 18 and 30.

Workforce by Country	2012	2013	2014	2015
UAE	279	290	277	266
Qatar	923	931	820	817
Total Workforce	1,202	1,221	1,097	1,083
Employment by Contract	2012	2013	2014	2015
Standard	1,165	1,177	1,006	988
Temporary	37	44	91	95
Secondees	15	16	16	17
Service Contractors	19	26	36	39
Employment by Level	2012	2013	2014	2015
Senior Management	10	12	13	12
Middle Management	13	10	10	17
Staff	1,179	1,199	1,092	1,054
Workforce by Age	2012	2013	2014	2015
18 – 30	247	282	242	198
31 – 40	393	358	331	317
41 – 50	380	380	348	356
51 – 60+	182	201	194	212
Percentage of Youth in Workforce	2012	2013	2014	2015
Percentage of Youth (age 18 – 30) Out of Total Workforce (%)	21	23	22	18
New Hires by Age	2012	2013	2014	2015
Total New Employee Hires (18 – 30)	-	75	25	33
Total New Employee Hires (31 – 40)	-	16	15	12
Total New Employee Hires (41 – 50)	-	8	7	12
Total New Employee Hires (51 – 60+)	-	13	6	8
New Hires by Age (%)	2012	2013	2014	2015
Total New Employee Hires (18 – 30)	-	67*	47*	51
Total New Employee Hires (31 – 40)	-	14*	28*	18
Total New Employee Hires (41 – 50)	-	7*	13*	18
Total New Employee Hires (51 – 60+)	-	12*	11*	12

\*Restated based on improved calculations.



## Employer of Choice

We are committed to being an employer of choice in both the UAE and Qatar, attracting and retaining the best talent for Dolphin Energy. We do so by building high-quality relationships with our employees that are based on trust, offering them opportunities to succeed and grow, and providing them with competitive reward and benefit packages.

## Employee Engagement

At Dolphin Energy, we recognize employee engagement as a priority. We know that engaged employees are more satisfied with their work, are more productive, and tend to stay with the company for longer.

We engage with our employees through other internal communication tools such as newsletters, intranet, and management meetings that continually evolve to help employees connect more effectively with each other and the organization. Team-building sessions for each department are also conducted frequently.

In 2015, we implemented a new induction program targeting newly hired employees,

in response to feedback we received from employees. The purpose of the induction program is to improve the experience of new employees and to boost their engagement. The program consists of a one day presentation that provides valuable insight into the company's values, culture, history, and work expectations. It also includes a buddy system through which each new employee is assigned a buddy (assigned by newcomer department) that welcomes and partners with him/her during the first phase of employment, and offers advice and guidance regarding the day-to-day aspects of working at our company.

## Recognition and Rewards

Hard work and excellent performance are recognized and rewarded at Dolphin Energy. Recognition and rewards are part of valuing our employees, celebrating their good work, keeping them motivated, and inspiring others.

Dolphin Energy has several awards and recognition programs in place to mark and reward long service to the company and highlight excellent performance. These also include a program to recognize those who have enhanced the levels of quality, health and safety within the company (HSE Champion Awards). We also have a Peer-to-Peer recognition program

that empowers co-workers to reward and recognize the contributions of their colleagues by sending electronic cards through our intranet. This program has proved to be a very powerful and engaging recognition tool with hundreds of eCards sent throughout the year.

In 2015, we acknowledged the efforts of 20 outstanding employees across Dolphin Energy for their personal achievement and contributions on various programs outside the company (e.g. in sports, arts, education, and national service). Awarded employees receive a certificate of achievement to honor their accomplishment.

Rewards and Recognition	2012	2013	2014	2015
Individual Employee Recognition Awards	33	19	10	52
National Developpee Awards	0	0	0	5
Team Recognition Awards	16	12	16	201
Unique Contribution Awards	5	4	29	94
Total Awards	54	35	55	352

GRI  
G4-22

## Compensation and Benefits

We are committed to providing competitive pay and comprehensive benefits to attract, retain and reward the best talent out there. This is one way we acknowledge the value our people bring to Dolphin Energy. We act upon our commitment by participating in an annual compensation and benefits

survey to benchmark our remuneration packages against others in our highly competitive industry. We provide a range of benefits such as pension, end-of-service gratuity, medical insurance, life insurance, education assistance, car loans, and personal loans.

Employee Benefits and Compensation (Thousands USD)	2012	2013	2014	2015
Salary Amounts Paid	94,902	93,853	91,724	90,026
Qatar	69,892	68,972	68,077	67,935
UAE	25,011	24,881	23,647	22,091
Benefits and Allowances Paid*	99,434	95,958	115,659	109,819
Qatar	81,023	77,361	78,525	74,893
UAE	36,449	37,899	37,134	34,927
<b>Total Salaries, Benefits, and Allowances Paid</b>	<b>212,375</b>	<b>209,113</b>	<b>207,383</b>	<b>199,845</b>

\*Dolphin Energy applied a new definition for Benefits and Allowances Paid. It now includes pension, end of service benefits, and medical insurance. All previous data has been updated according to this new change definition from 2012 onwards.

## Turnover

It is important to us that we measure the employee turnover across Dolphin Energy to understand the fluctuation of voluntary and involuntary turnover, and support both our employees' and company's success. In 2014, Dolphin Energy completed a manpower optimization activity as part of our organizational restructuring for Dolphin Energy 2020; one anticipated result of this activity was 14% employee turnover in 2014. In 2015, our overall turnover rate totaled 7%, consistent with our performance in years prior to 2014. We continuously seek to improve our turnover rate and understand

key retention factors through exit interviews conducted by departing employees.

In 2015, the turnover rate for young people (age 18-30) in the workforce remained high at 16%. This is attributable to the departure of some participants in the Ministry of Presidential Affairs (MOPA) Technical Preparation Program (TPP). Students are required to maintain a minimum GPA of 2.5 as part of the program; those unable to meet this requirement were released from the program and therefore appear as turnover in our data.

Turnover (%)	2012	2013	2014	2015
Total Turnover Rate (%)	8	8	14	7
Unplanned Turnover Rate (% of workforce)	6	6	7	5

Turnover by Age (%)	2012	2013	2014	2015
18 – 30	9	8	14	16
31 – 40	8	8	11	4
41 – 50	6	5	14	4
51 – 60+	14	15	21	9



## Training and Career Development

At Dolphin Energy we encourage our employees to achieve their full potential through various learning and development offerings that build

on their strengths and help overcome their challenges. Ultimately, we seek to match each individual's ambitions with Dolphin Energy's needs.



### Skills Development

We provide different learning opportunities to nurture the skills needed to build employees' careers and implement our business strategy. We also offer many opportunities for employees to further their education, through distance learning, part-time study leave, or fulltime scholarships to complete university degrees.

In 2015, the total training hours for employees decreased by 13%. We are seeking to provide more internal coaching, on-the-job training and blended learning to optimize costs in the current market environment. By the end of the reporting year, 100% of Dolphin Energy's eligible employees had also received regular performance reviews for the fifth year in a row.

You can find out more about our efforts to develop employees on the Talent Management section of the company website:

<http://www.dolphinenergy.com/en/24/careers/talent-management>

### Future Leaders Program (FLP)

We are currently in the process of establishing the Future Leaders Program, to develop today's mid-career employees into tomorrow's leaders. The Program will be designed to expand leadership skills and provide participants with the experience needed to overcome challenges as they progress through the organization. The design phase of this program is expected to be finalized by 2016 and the program will be launched in 2017.

### Developing Our Internal Training Capacity

We seek to offer our employees a wide range of soft skills training courses through company run in-house training. We plan to train internal facilitators willing to learn and share their knowledge with others. This will help optimize internal resources and sharpen employees' presentation and public speaking skills, while benefitting others. Special techniques such as Lunch and Learn, half-day workshops and blended learning will be used as platforms for training. The program is expected to launch in mid-2016.

Employee Training Cost (USD)		2012	2013	2014	2015
Total Cost of Training		4,480,149	5,892,000	5,586,116	3,698,439
Average Cost of Training per Employee		4,215	5,765	5,671	4,336

Employee Training Hours		2012	2013	2014	2015
Total Hours of Training		43,207	40,598	36,104	31,588
Average Training Hours per Employee		41	40	33	29
Average Training Hours by Employment Level	Senior Manager	61	37	75	85
	Middle Managers	48	46	60	40
	Staff Member	40	34	36	28
Average Training Hours by Gender	Female	-	50	42	30
	Male	-	38	34	28



### Career Progression

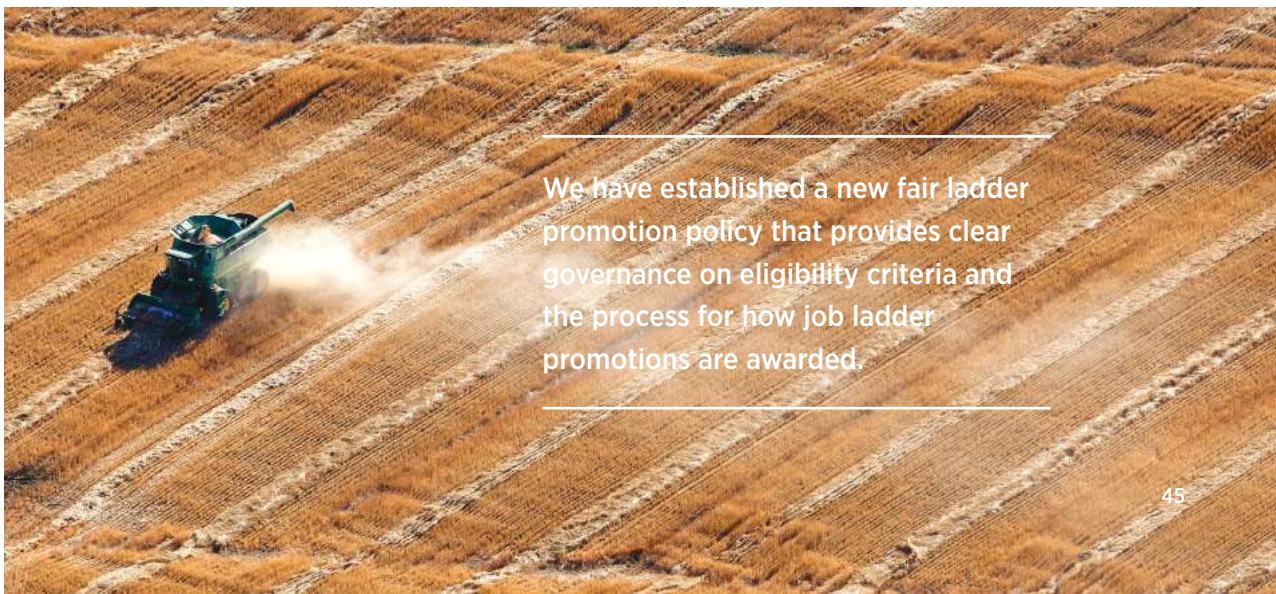
In 2015, we completed the implementation of a new career modelling system - a tool that supports the professional development of our employees. The new career model includes newly designed job ladders, eligibility criteria, and promotion schemes.



In accordance with the new career modelling system, we have established a new fair ladder promotion policy that provides clear governance on eligibility criteria and the process for how job ladder promotions are awarded.

In 2016, we plan to develop a robust Competency Assurance Management System (CAMS) for Upstream Operations. Once implemented, the new CAMS will help to ensure the competency of our people for their respective roles. It will include software, a library of competencies, and training for line management.

To better map our employees' job roles within the context of Dolphin Energy's new organizational structure, we also reviewed all job descriptions in 2015. This has allowed us to improve our succession planning, create more focused job roles, build clarity and accountability for our employees, and standardize job levels enabling better salary and benefit benchmarking.



---

We have established a new fair ladder promotion policy that provides clear governance on eligibility criteria and the process for how job ladder promotions are awarded.

---



## Diversity, Inclusion and Equal Opportunities

We take pride in the diversity of our workforce, representing 44 different nationalities and a large breadth of backgrounds, skills, experiences and knowledge. We benefit from a diverse culture in which individuals contribute different

perspectives and ways of working, helping us improve our business results. We are committed to creating a workplace that welcomes, respects and embraces this diversity.

### Female Employment

At Dolphin Energy, women account for 14% of our total workforce and 3% of our managerial positions. Women made up 26% of our new hire intake in 2015. In 2015, the percentage of new hires who were female increased from 17% to 26% (up by 9% from 2014). This highlights our

commitment to increasing female participation in the workforce. We seek to attract recent female graduates and more experienced candidates to our business through a number of initiatives.

Female Employment	2012	2013	2014	2015
Female Employment Rate (%)	14	15	15	14
Females in Management (%)	8.7	4.5	4	3
Female New Hires (%)	—	12	17	26
Female Turnover Rate (%)	7	8	17	8
Total Number of Female Employees	174	178	162	156

### Parental Leave and Return to Work

We encourage our employees to take parental leave, balancing their parental responsibilities with their careers. Once parental leave is over,

we try our best to facilitate their return to work. In 2015, 34 employees took parental leave and all returned to work afterwards.

Parental Leave and Return to Work		2012	2013	2014	2015
Parental Leave	Women	—	14	12*	9
	Men	—	29	28*	25
Returnees from Parental Leave (%)**	Women	—	100	100	100
	Men	—	—	100	100
Returnees from parental leave who were still working for the company 12 months later (%)***	Women	—	100	79	75
	Men	—	—	93	96

\*Restated based on improved calculations.

\*\*This indicator represents the percentage of employees who returned to work after parental leave ended.

\*\*\* This indicator represents the percentage of employees who returned to work after parental leave ended who were still employed 12 months after their return to work.







Protecting workplace rights is fundamental to our culture. Our procedure ensures these complaints are taken seriously, properly investigated, and fully resolved.

#### Internal Grievance Mechanism

Protecting workplace rights is fundamental to our culture. We have a formal internal grievance procedure in place to resolve complaints relating to working conditions, discipline, or perceived unfair treatment by management or a fellow employee. Our procedure ensures these complaints are taken seriously, properly investigated, and fully resolved.

Under the Dolphin Energy Internal Grievance Procedure, we encourage an employee to submit a grievance to his or her direct supervisor. If, for any reason, this report line is considered inappropriate or likely to be ineffective, or if a complainant fears retaliation, then the employee may contact the

line manager or Head of HR. The grievance is then reviewed and the facts are verified. The supervisor, line manager or Head of HR discusses the grievance with the employee and attempts to resolve it. If the employee is not satisfied with the resolution, the grievance is referred up the management chain until it is resolved to the employee's satisfaction. If still unresolved, the grievance is escalated to the General Manager in Qatar and the CEO in the UAE. Their decision is final.





04

# CREATE VALUE

---

We seek to contribute to the local economic development of the countries in which we operate through recruitment and development of nationals, community investment, and local procurement. This is one way of creating lasting value for our communities and improving the lives of generations to come.

---



## Development of the National Workforce

We recognize that maximizing local employment opportunities and building the skills and employability of nationals bring opportunities to our communities. Higher levels of employment and job growth increase economic activity. We are committed to supporting national socio-economic development by providing rewarding employment opportunities for nationals whilst making investments to strengthen local capacities through our numerous training and development programs.

In line with the Abu Dhabi Emiratization Policy and Qatar National Development Strategy, our nationalization strategy targets hiring and progressing career development opportunities of nationals at many different levels. According to our strategy, we seek to achieve growth annually in our company nationalization rates to support the realization of targeted national growth in the UAE and Qatar.

In 2015, we successfully maintained our nationalization rates in the UAE and Qatar at 55% and 26%, respectively.

### Qatar Petroleum (QP) Crystal Award

For the third year in a row, Dolphin Energy received the QP Crystal Award, the top award in the category of 'Support for Training and Development' at the Qatar Petroleum 2015 Annual Qatarization Review Meeting. The award was given to Dolphin Energy in recognition of the company's outstanding performance in the field of training and development.

Nationalization	2012	2013	2014	2015
Emiratization (%)	49	52	55	55
Qatarization (%)	32	29	26*	26

\*This figure has been restated due to inaccurate reporting in 2014.

### Preparing Young Nationals to Enter the Workforce

One of our focus areas in developing the national workforce at Dolphin Energy is building tomorrow's national workforce. We operate in a highly competitive industry with companies eager to find people with technical know-how. We seek to build a pool of qualified national youths by helping students develop the competencies required to succeed in the workplace. We do so through a number of initiatives including high school summer programs and summer internship programs.

In 2015, we continued to provide financial support of AED 500,000 to the Emirates Foundation for Youth Development as part of our three-year agreement with the Foundation to help create programs designed to empower, inspire and motivate the country's young population. We are also providing marketing, business development, and administration support to the Foundation for these programs.

### Helping to Develop Tomorrow's Technicians and Operators: Ministry of Presidential Affairs (MOPA)

#### Technical Preparation Program

The Ministry of Presidential Affairs (MOPA) Technical Preparation Program is a two-year program that provides theoretical and practical technical experience to promising students who meet Dolphin Energy's requirements and expectations. This initiative was designed in agreement with Abu Dhabi Polytechnic to provide young UAE nationals with the appropriate educational background to graduate and qualify for positions as technicians and operators. Upon graduation, selected candidates join Dolphin Energy and take charge of the front line operations of our Taweelah Receiving Facilities in the UAE. The MOPA initiative serves as Dolphin Energy's contribution to the Absher Initiative in the UAE, for which we have agreed to recruit and train 100 UAE nationals over a five-year period beginning in 2012. In 2015, we employed 18 new UAE national recruits under the MOPA TPP program.





## National Recruitment

To achieve our goals for nationalizing our workforce, we implement a number of initiatives including attending career fairs in both the UAE and Qatar. We regularly engage with schools and universities to present our company to young national talent. In 2015, we participated in several career fairs, such as the Qatar University Career Fair, the Qatar Independent Technical School (QITS) Career Fair, and Qatar College of Law Career Fair. These fairs provide students with the opportunity to meet with our representatives to become informed about our recruitment programs, summer internships and sponsorship opportunities.

Our employees play a key role in helping us to achieve our nationalization goals. We have an Employee Referral Program in place that encourages employees to recommend qualified national candidates for recruitment. Those who provide successful referrals are rewarded. In 2015, we started working on a new National Ambassador Program, where successful national employees pass on their knowledge and expertise and mentor national newcomers to ensure their smooth transition and integration into the company. This program is planned to launch in 2016.

---

**Our employees play a key role in helping us to achieve our nationalization goals. We have an Employee Referral Program in place that encourages employees to recommend qualified national candidates for recruitment. Those who provide successful referrals are rewarded.**

---

## Training and Development of National Employees

At Dolphin Energy, we have several training and development programs to help both our experienced and inexperienced national employees sharpen their skills.

We target professionally inexperienced nationals with strong educational backgrounds and help them develop for specific positions through our Associate Development Program. Through this program, each new recruit receives an Individual Development Plan (IDP) tailored specifically to his or her needs, the support of career counselors, and an individual coach to provide on-the-job training and assess progress. Upon successful completion of the IDP, the national recruit is then appointed to his or her target job.

For experienced national employees, we have many programs in place to help them expand their career paths. We offer national employees scholarships and study leave programs to enable them to continue their education.

We also provide cross-post opportunities with Dolphin Energy's shareholders (TOTAL and Oxy) which offer the chance for nationals to gain valuable experience with these international companies. In 2015, we decreased the number of scholarships offered from 5 to 2 as part of our cost optimization efforts.

To learn more about Dolphin Energy's professional development programs, please visit the Talent Management section on our website:

<http://www.dolphinenergy.com/en/24/careers/talent-management>

Development of National Human Capital	2012	2013	2014	2015
Training Cost for National Staff (%)	57	73	59	67
Training Hours for National Staff (%)	60	54	50	59
Development Opportunities	2012	2013	2014	2015
Associate Opportunities Offered	55	29	28	31
Qatar	45	19	16	19
UAE	10	10	12	12
Scholarships Offered	6	7	5	2
Qatar	4	5	5	1
UAE	2	2	0	1
Youth Internships Offered	28	28	38	16
Qatar	20	17	20	3
UAE	8	11	18	13

## Community Investment

We are committed to working with our communities to make meaningful contributions that improve quality of life. Dolphin Energy invests in local communities in several ways: by running programs, sponsoring events, and donating to charitable causes. We have a broad portfolio of community investments that focuses on the pillars of education, the environment, culture, the arts and sport. These areas guide our giving and community engagement policies.

In this section, we describe some of the community investment highlights that occurred in 2015. For a more comprehensive list of all the initiatives we support, please visit the Social Responsibility section on our website:

<http://www.dolphinenergy.com/en/29/social-responsibility>

Community Contributions (Thousand USD)	2012	2013	2014	2015
Total Community Contributions	6,379	4,130	5,936	5,125
Qatar	1,550	910	631	519
UAE	4,831	3,220	5,305	4,606



## Inspiring the Next Generation of Engineers and Scientists

We seek to inspire the next generation of engineers and scientists. Our commitment to science and technology is reflected in the sponsorship of both the Abu Dhabi Science Festival (ADSF) and Think Science Competition. Both events focus on engaging the UAE's youth in science, technology, engineering and mathematics (STEM) in the hope that they pursue a career in one of these areas.

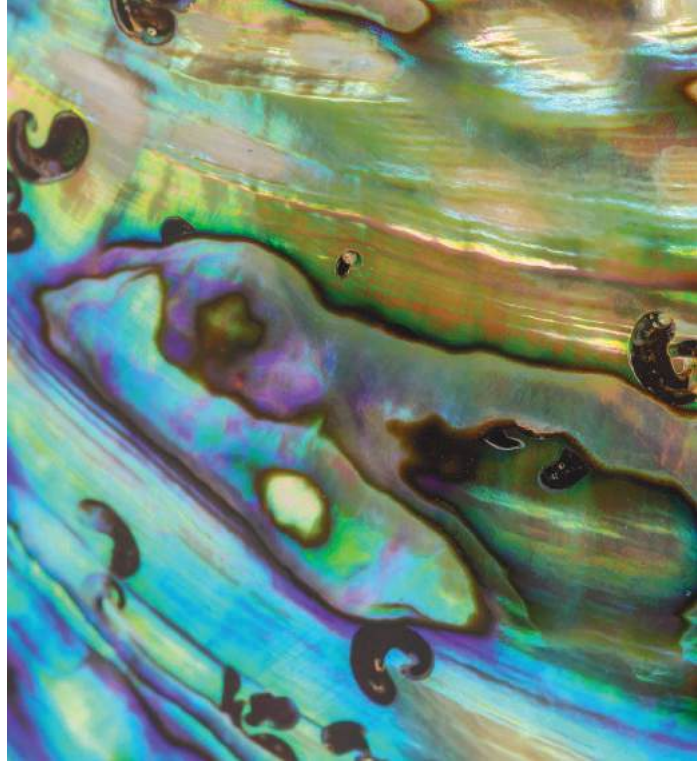
The company's support for ADSF is now in its fifth year, and support for Think Science is in its second successive year. Activation programs where representatives from the company interact with students were run at the dedicated exhibition areas. Both events are key features of Dolphin Energy's community outreach calendar.

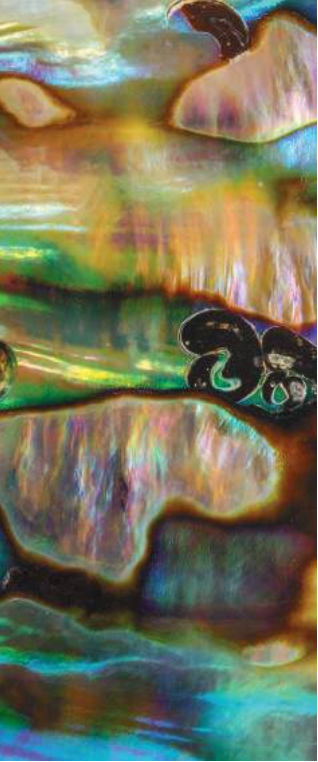
As ADSF and Think Science have grown in size and stature, so has Dolphin Energy's presence. This has increased the impact of participation and strengthened the company's ability to demonstrate the importance of STEM subjects, how each subject affects Dolphin Energy's business every single day, and the potential that STEM subjects hold in shaping future careers for those interested.

## Women in Industry

Dolphin Energy supports women's empowerment in industry. In 2015, Dolphin Energy supported the inaugural Women in Industry Conference which took place on the sidelines of ADIPEC, the region's largest oil and gas conference and exhibition. The company marked its presence with Mariam Al Badr, Director of Corporate Communications participating in the panel discussion on a 'step-by-step guide to seizing your career path'. The discussion provided the opportunity for prominent women working in the energy sector to share insights on building a career, and offer advice for young women who are keen to embark on a career in the oil and gas industry.

A wider theme at the event placed emphasis on the increasingly influential role that women are having on society. It was this development that led Dolphin Energy to sponsor the 'Women in Sport' conference and exhibition. The two-day event profiled opportunities to engage in sporting and leisure pursuits and featured prominent women from the world of sports including double Olympic gold medalist, Dame Kelly Holmes.





### Supporting Sport Platforms

Another focus of our community investments is on initiatives that improve accessibility to sport and promote wellness. As part of Dolphin Energy's commitment, the company helped raise money for diabetes awareness by taking part in the 2015 Maersk Oil and Qatar Petroleum Challenge (MOQP). The MOQP Challenge is a team event organized to test participants' stamina, fitness, and their ability to think and act under pressure through challenges in kayaking and mountain biking, in addition to problem solving and decision making challenges. All proceeds raised by participants were donated to Qatar's Action on Diabetes (AOD) campaign, helping authorities tackle the rise of diabetes by raising awareness and helping promote lifestyle changes.

In 2015, we continued to sponsor the Dolphin Energy Doha Dash, a community based fun run held every year in support of Qatar National Sport Day. The event also promotes a healthy lifestyle and physical wellbeing, while also offering a fun family day out.

Twenty-five percent of all registration fees was donated to building a new playground for the Shafallah Center for Children with Special Needs. The center provides comprehensive educational, medical, rehabilitation, social, vocational and recreational services for individuals with learning disabilities and autism spectrum disorders.

### Supporting History and Heritage

To recognize and celebrate the heritage of Qatar and the UAE, Dolphin Energy participated in a number of events held to mark each country's history in 2015. In Qatar, Dolphin Energy sponsored the Qatar National Day celebrations, held to honor those who were instrumental in the country's rise to prominence and celebrate the success of the country. The company also organized a family day in December to coincide with the National Day celebrations where employees and their families participated in fun-filled activities and competitions. In addition, Dolphin Energy joined in the Qatar National Day event that was organized by the Qatar embassy in the UAE.

UAE-focused celebrations started with the commemoration of UAE Flag Day – an event held to display national unity and pride in the nation. The company also celebrated the 44th UAE National Day with a specially arranged event attended by the company's employees who marked the Spirit of the Union with dancing, music and traditional Emirati activities.

In addition, Dolphin Energy also sponsored the Zayed Heritage Festival, a three week public festival held to showcase and celebrate the legacy of the UAE's founding father, Sheikh Zayed Bin Sultan Al Nahayan.



### Al Thakhira Beach Refurbishment Project

As part of our support to the Qatar Northern Community and as an active member of the Ras Laffan Industrial City Community Outreach Program (RLIC-COP), Dolphin Energy refurbished and developed 1,550 meters of Al Thakhira coastline in response to requests made by the communities living nearby. Our project also included cleaning the beach and providing recreational and recycling facilities as well as placing safety signage and guidelines along the shoreline. This project helped enhance confidence and cooperation between the oil and gas companies in the northern area and the local community.



# 04

Create Value

---

We aim to create a positive impact and add value to our community through local procurement. Investing in local suppliers creates jobs and builds local capacity.

---



## Local Procurement

We aim to create a positive impact and add value to our community through local procurement. Investing in local suppliers creates jobs and builds local capacity. We are therefore committed to buying goods and services from local suppliers whenever feasible.

Our local purchasing stimulates the economies where we operate. Over the past four years, Dolphin Energy has spent over USD 250 million on local procurement and contracts. 84% of our total procurement spending in 2015 was awarded to suppliers with a local presence, up from 69% in 2014.

Number of Suppliers with Local Presence	2012	2013	2014	2015
Qatar	416	378	469	462
UAE	444	428	338	281
Total	860	806	807	743

Number of Suppliers without Local Presence	2012	2013	2014	2015
Total	261	244	236	206

Amount Spent on Suppliers (USD)	2012	2013	2014	2015
Suppliers with Local Presence	265,063,828	336,821,573	224,333,551	254,747,103
Qatar	192,670,639	194,414,863	172,268,916	198,832,140
UAE	72,393,189	142,406,710	52,064,635	55,914,963
Suppliers without Local Presence	85,667,157	102,321,879	98,805,556	47,138,238
Qatar	25,215,666	21,073,542	21,755,941	16,422,091
UAE	60,451,491	81,248,337	77,049,615	30,715,147
Percentage of Procurement Spending Awarded to Local Suppliers (%)	76	77	69	84

---

### E-Registration System

In 2015, we launched the E-Registration System to develop a Commercial Directory for all Dolphin Energy contractors. The system allows Dolphin Energy to ensure that all requirements for goods and services are distributed to a wide spectrum of suppliers. It promotes stronger supplier relationships and provides contractors, vendors, and service providers full ownership of their records in our commercial directory.

---



# PROTECT THE ENVIRONMENT

---

We seek to proactively address global environmental issues throughout the lifecycle of our operations, including greenhouse gas emissions, energy efficiency, water withdrawal, waste and wastewater generation, air quality, and biodiversity protection. Responsibly managing our environmental impacts is an integral component of our operational excellence.

---

## Environmental Management

Dolphin Energy aims to manage its environmental impacts throughout all of its operations.

Our Environment Team leads the process of monitoring our impacts in both Qatar and UAE and finding new ways to minimize them.

### Environmental Management System

To deal with diverse and complex environmental issues, we have a comprehensive Environmental Management System (EMS) that is part of our HSE&S Management System. The EMS facilitates the realization of important sustainability objectives, and includes environmental performance standards covering all significant impacts of the company's operations. We determine these significant impacts through Environmental Impact Assessments (EIAs), continuous updates of our Environmental Aspect and Impact Registers, and ongoing monitoring and evaluation.

Our environmental performance standards are supplemented by project and operations specific procedures and management plans. We regularly track indicators of environmental performance and progress at our plant, sites and offices, and set annual actions and targets for improvement as we strive to reduce waste generation, increase recycling, limit water consumption, control air emissions, increase energy efficiency and limit wastewater effluents.

We engage and empower our employees and communities to contribute and participate in protecting the environment by investing in training and spreading awareness on improving our company's environmental impact. As part of our efforts to promote environmental awareness among our people, we developed a series of 12 environmental tips that were circulated on a monthly basis (one tip for every month) covering different environmental topics

applicable to office or operational activities such as electricity and water conservation, carbon footprint and energy saving, hazardous chemical management, recycling, and many more.

### Compliance with Environmental Laws and Regulations

Strict compliance with the applicable environmental regulations and legislation in Qatar and the UAE is an integral part of our daily operations. Beyond these legal requirements, we constantly look for ways to minimize our environmental impacts and integrate environmental sustainability into our operations.

The HSE&S division maintains a database of all legislation, regulations, and international conventions ratified by the UAE and Qatar that are relevant to the company's business activities. All our production facilities operate in accordance with environmental operating permits, issued by the Qatar Ministry of Municipality and Environment, Environment Agency Abu Dhabi, and Fujairah Municipality Environment Protection and Development Department. These permits set requirements for our environmental monitoring and reporting.

In addition to following governmental regulations, we are also active participants in several national environmental initiatives led by the State of Qatar including gas flaring reduction, GHG management, energy efficiency, and wastewater recycling and reuse.

Environmental Expenditure (USD)	2012	2013	2014	2015
Protection Expenditure – Treatment and Disposal	4,718,730	1,172,818	1,246,736	1,379,217
Investments – Prevention and Management	7,674,005	6,908,873	7,911,741	7,253,017
<b>Total Environmental Expenditure</b>	<b>12,392,734</b>	<b>8,081,691</b>	<b>9,158,477</b>	<b>8,632,234</b>



# 05 Protect the Environment

GRI  
G4-22

## Energy Consumption

Given that we operate in an energy-intensive industry, we recognize our responsibility to improve the energy efficiency of our operations and make the best use of natural resources for social and economic development. Reducing the amount of energy we use in our facilities helps us minimize our environmental impacts, reduce our carbon footprint and air emissions and also makes good business sense as it saves cost.

The primary form of energy consumption at Dolphin Energy is direct energy, which refers to the internal fuel gas combusted for process requirements, flaring

and venting; in short it is the fuel consumed by our own operations and facilities. The majority of our direct energy consumption comes from the use of natural gas, and a smaller portion represents the use of petrol and diesel used for company vehicles, pumps and generators. Indirect energy refers to electricity purchased from the grid for our plant, offices and operations. To supplement the electricity supply we get from the local grid, we generate our own electrical power from steam turbine generators driven by steam supplied from four boilers and Heat Recovery Steam Generator (HRSG) units in the plant.

Our total energy consumption has generally remained consistent over the past few years. However, energy intensity has increased by 5% in 2015. At Dolphin Energy, energy intensity is calculated using the company's energy consumption divided by the company's total production, including third party gas production. In 2015, our third party gas production dropped due to decreased demand, reducing the denominator of our energy intensity without a significant change in energy-intensive operations.

Total Energy Consumption (GJ) – UAE and Qatar	2012	2013	2014	2015
Total Direct Energy Consumption	34,744,590	33,826,197	33,319,705*	33,493,777
Total Indirect Energy Consumption	452,686	547,352	566,059	539,966
Total Energy Consumption	35,197,262	34,373,526	33,885,764*	34,033,742
Energy Intensity (GJ/MMboe Production)	167,686	164,272	164,341*	172,585

Indirect Energy Consumption (GJ)	2012	2013	2014	2015
Electricity Consumption (Qatar)	426,611	527,846	545,360	513,656
Electricity Consumption (UAE)	26,075	19,506	20,699	26,310
Total Indirect Energy Consumption	452,686	547,352	566,059	539,966

Electricity Generated by the Ras Laffan Plant	2012	2013	2014	2015
Electricity Generated by Plant (MWh)	374,701	375,230	374,825	378,553
Energy Offset by Plant Generated Electricity (GJ)	1,348,924	1,350,828	1,349,370	1,362,791

Direct Energy Consumption (GJ) – UAE and Qatar	2012	2013	2014	2015
Operations Natural Gas Consumption	34,677,444	33,763,278	33,259,007	33,433,907
Operations Diesel Consumption	43,929	42,216	40,551	42,901
Vehicle Petrol Consumption	22,452	20,085	19,053	16,034
Vehicle Diesel Consumption	766	619	1,094	935
Total Direct Energy Consumption	34,744,590	33,826,198	33,319,705	33,493,777

\*Restated based on improved calculations.

## Energy Efficiency Projects

We continuously seek to improve our energy efficiency by employing the best available techniques and best practices. During the reporting year, we implemented several energy efficiency initiatives to try and improve the energy efficiency of systems and equipment, including overhauls and upgrades to existing equipment.

In 2015, we successfully completed our energy efficiency study on running two steam turbine generators (STGs) at a higher load instead of operating three STGs. This will increase the amount of electricity generated within our plant since the turbines operate more efficiently at a higher load. The additional power generation will permit a reduction in the amount of excess steam being condensed and hence will result in a lower load on our steam boilers. This project will be implemented during 2016 and will provide additional power to the company that is generated on site instead of importing electricity from the grid.

Looking forward to 2016 and beyond, we plan to implement further initiatives that help reduce

our energy consumption. We intend to replace the solvent in the Stream 2 Acid Gas Removal Unit (AGRU) in 2016. The new solvent will require less energy to be regenerated than the present solvent and will result in reduced steam consumption within this unit and reduced consumption of fuel gas in the steam boilers. The project will also decrease the amount of reservoir fluid required to attain the annual nominations of (net) sales gas exported from the onshore plant, and increase the sustainability of the offshore reservoirs from which Dolphin Energy supplies the onshore plant.

Another energy efficiency project is to re-instate the high pressure steam superheating coils within one Sulfur Recovery Unit (SRU) during 2017 and the other SRU during 2018, allowing the company to generate more of its own electricity. This additional power generation from both of these projects will result in a lower load on the steam boilers, and a consequent reduction in fuel gas demand.

## Renewable Energy and Solar Panels in the UAE

The Block Valve Stations (BVSs) and Sectionalizing Valve Stations (SVSs) along our pipelines in the UAE are located far from the electric grid supply source. Since the source of the electric grid supply to the station is more than 1 km away, it was more economical to install solar panels for these stations rather than get supply from the grid

considering the price of the transformer, power cables, excavation, cable laying and installation of switchgear to power the station. We have therefore installed 29 solar panels along our UAE pipeline that generate 198,852 kWh per year, saving the company 716 GJ of imported electricity.





### Green IT Energy Savings

The IT division at Dolphin Energy incorporates Green IT initiatives in its daily activities to use IT resources in an energy-efficient and cost-effective manner. Through our Green IT initiative, which began in 2011, our IT division has saved 609 MWh using server virtualization, PC and printer power management and auto-shutdown, cooling optimization in data centers, as well as reducing electronic waste.

In 2015, the IT division maximized server virtualization to 92%, and reduced the use of physical servers to 8% (down from 16% in 2014). The IT division aims to reach 100% virtualization and will focus on exploring Virtual Desktop Infrastructure (VDI) in 2016 to further improve information security and increase energy efficiency.

We have replaced some of the old printers with an optimized fleet of energy-efficient multifunctional printers, and we plan to continue doing so until we have replaced all printers at Dolphin Energy.

The use of more versatile technology has improved the ratio of user to device; users can now release work from any convenient printer by simply presenting their employee ID card at the card reader, rather than print at a specific device. This has also enhanced security with work collected on release. Work that is not released is automatically purged, thus reducing paper waste.

Computer equipment recycling and donating is an important part of our hardware management strategy. The IT division extends the use of equipment through maintenance beyond the warranty life span. We donate obsolete but still functioning equipment to charities and staff.

In order to enhance employees' communication and collaboration across sites and countries, we have deployed video and web conferencing and unified communication to limit unnecessary travel, thus saving energy and reducing our carbon footprint.

Through our Green IT initiative, which began in 2011, our IT division has saved 609 MWh using server virtualization, PC and printer power management and auto-shutdown, cooling optimization in data centers, and reducing electronic waste.



## GHG Emissions

Climate change is a challenge that requires collective action from the global community. In addition to international political agreements, private sector commitment is a necessary catalyst for change. We seek to contribute by providing cleaner-burning fuel to our clients, and minimizing our GHG emissions per unit of natural gas we produce. When burnt, natural gas has the lowest GHG emissions in comparison to any other fossil fuel.

Dolphin Energy follows European Union (EU) Monitoring and Reporting Guidelines to account for and report our operational Greenhouse Gas emissions. In 2015, we streamlined

the GHG emissions calculations for all our operational areas to ensure consistent accounting and reporting throughout all our facilities. Our GHG emissions include scope 1 emissions (direct emissions from controlled sources) and scope 2 emissions (indirect emissions from generated or purchased energy). Reporting on GHG emissions will allow us to take a more comprehensive approach to GHG measurement and management across our value chain. Furthermore, in 2016 we plan to extend our GHG accounting to include the emissions from our offices in both Qatar and UAE, addressing all types of emissions

from office activities. Accounting for emissions from office-based activities will help to identify GHG reduction opportunities beyond operations.

In 2015, our GHG emissions intensity increased by 4% from 2014. The slight increase can be attributed to the operation of the three new export gas compressors and the decrease in third party gas supply, which decreases the GHG emissions intensity denominator with marginal savings in total energy consumption and corresponding emissions.

GHG Emissions (Equivalent tons of CO <sub>2</sub> )	2012	2013	2014	2015
Imported Power (Qatar)	19,709	24,387	25,196	23,731
Imported Power (UAE)	1,205	901	956	1,216
<b>Total Indirect GHG Emissions</b>	<b>20,914</b>	<b>25,288</b>	<b>26,152</b>	<b>24,946</b>
Vehicle Petrol Consumption	1,485	1,329	1,260	1,061
Vehicle Diesel Consumption	54	44	77	66
Operations Natural Gas Consumption	2,758,494	2,651,241	2,735,272	2,734,620
Operations Diesel Consumption	5	3,730	3,590	3,504
<b>Total Direct GHG Emissions</b>	<b>2,760,038</b>	<b>2,656,344</b>	<b>2,740,203</b>	<b>2,739,252</b>
<b>Total GHG Emissions</b>	<b>2,780,952</b>	<b>2,681,632</b>	<b>2,766,355</b>	<b>2,764,198</b>
GHG Emissions Intensity (Kt of CO <sub>2</sub> e/MMboe)	13.2	12.8	13.4	14.0

### GHG Policy and Strategy

In 2015, Dolphin Energy drafted a new GHG management policy and strategy framework. The process involved assessing and selecting regional and international frameworks that are influencing regulations and reporting GHG emissions. The focus of the assessment was on existing programs, with consideration given to current and future developments. Key requirements and trends that were relevant to and may influence

Dolphin Energy's development of a GHG policy were also assessed.

To benchmark our current GHG-related policy strategy efforts in comparison to those of other energy industry leaders and competitors, we identified, gathered, and assessed information on corporate GHG programs for selected peer energy companies at international, regional and local levels. This was followed by an evaluation of institutional policy and strategy frameworks to

establish a basis for development of a strategy framework for our GHG Management Program. This evaluation, combined with the results of the company benchmarking, led to the development of a draft GHG policy statement, identification of potential GHG metrics, and a recommended GHG strategy framework and preliminary steps for implementation. Our finalized GHG management policy and strategy framework will be issued in 2016.



# 05 Protect the Environment

## Flaring and Venting

Although flaring increases GHG emissions and contributes to climate change, the controlled combustion of excess gas is an essential safety feature that is necessary to protect equipment from damage due to overpressure, reducing the risk of a fire or explosion inside the plant. Pilot flames, continuously lit by a steady supply of natural gas, called purge gas, ensure that any gas released to the flares will be ignited safely. We are therefore committed to minimizing flaring and venting in our operations wherever possible while maintaining optimal safety and productivity. We are an active member of the Qatar Petroleum

Global Gas Flaring Reduction Initiative, formed to develop and implement methods to reduce flaring and venting volumes.

Our approach has focused upon implementing stringent maintenance procedures, particularly for pressure relief valves, reduction of purge gas, and investment in flare reduction technologies, such as infrared cameras that allow us to detect and monitor smaller pilot flames that are invisible to the naked eye. Our commitment to flare reduction is not limited to onshore flaring, but also extends to offshore flaring. In 2015, we installed infrared

cameras (similar to those installed onshore) on the flare headers of our offshore platforms, which enabled us to reduce flame visibility to 50%.

We have also reduced our offshore purge gas flow from 787 to 144 kg per hour for both platforms, resulting in a 73% reduction in offshore flaring in comparison to 2014.

In 2015, our total flaring intensity decreased by 5% due to our flaring reduction efforts put in place in both onshore and offshore. However, our venting along the UAE gas network increased due to several projects' tie-in and pigging operations.

Flaring (Qatar)	2012	2013	2014	2015
Total Flaring (MMscf)	3,370	2,713	3,346	3,025
Volume of Offshore Flaring (MMscf)	378	356	553	150
Volume of Onshore Flaring (MMscf)	2,992	2,357	2,793	2,876
Flaring Intensity (MMscf / MMboe)	16.1	13.0	16.2	15.3
Flaring as a Percentage of Gas Available for Sale (%)	0.36	0.28	0.34	0.37

Venting (UAE) (MMscf)	2012	2013	2014	2015
Total Venting	4.65	4.66	5.20	6.02

## Air Emissions

We are committed to limiting air emissions released to the atmosphere as a result of our operations, including nitrogen oxides (NO<sub>x</sub>), sulfur dioxide (SO<sub>2</sub>) and volatile organic compounds (VOCs) emissions that directly affect air quality.





## Air Emissions Monitoring

We continuously monitor stack emissions of our onshore combustion sources at our plant in Ras Laffan. Our 22 onshore combustion sources are equipped with the Continuous Emissions Monitoring Systems (CEMS) to collect data on NO<sub>x</sub> and SO<sub>2</sub> emissions and store it in a Real Time Database (RTDB) system. The readily accessible data allows us to actively and immediately compare emissions against regulatory limits and quickly take actions to mitigate problems. Over the years, Dolphin Energy has consistently met regulatory limits for NO<sub>x</sub> and SO<sub>2</sub> emissions.


We performed a complete Relative Accuracy Test Audit (RATA) on all our combustion sources for quality assurance purposes. RATA compares data from the facility's CEMS to concurrently collected reference method test data, to check the validity of facility emission testing data and ensure accurate emissions reporting. All combustion sources tested passed the RATA test for emissions.

In 2015, we further progressed with the engineering and manufacturing of low-NO<sub>x</sub> replacement burners for our high-pressure steam boilers.

The first set of new burners will be installed on one boiler during 2016, which will be followed by performance tests at the site. Upon successful testing, the burners will be installed on the remaining three boilers.

Air Emissions	2012	2013	2014	2015
Total NO <sub>x</sub> (tons)	718	710	514	525
Qatar	714	705	510	520
UAE	4	5	4	5
NO <sub>x</sub> Intensity (tons NO <sub>x</sub> /MMboe)	3.42	3.39	2.49	2.66
Total SO <sub>2</sub> (tons)	189	92	260	214
Qatar	189	92	260	214
UAE	< 1	< 1	< 1	<1
SO <sub>2</sub> Intensity (tons SO <sub>2</sub> /MMboe)	0.90	0.44	1.26	1.09

## Preventing Emissions of VOCs



In a natural gas plant, one of the key sources of Volatile Gas Compound (VOC) emissions are leaks from equipment and pipes, known as fugitive emissions. These are unintentional losses due to wear and tear on the facility, manufacturing defects or corrosion. Since 2011, we have implemented a Fugitive Emissions Monitoring (FEM) program on an annual basis, aimed at reducing preventable losses to the atmosphere. The purpose of this program is to monitor potential leaking sources from equipment at our onshore Gas Processing Plant in Ras Laffan.

To perform the Leak Detection and Repair (LDAR) program, the company reviews the inventory of FEM leaking sources within the plant and carries out source monitoring and tagging of leaks, data handling and management, repair of leaks, and FEM reporting and re-monitoring after first repair. The program covers a total of 82,916 potential leak sources of which 64,983 sources are accessible and measured for fugitive emissions.

In 2015, Dolphin Energy conducted a short campaign for fugitive emissions monitoring as per US EPA Protocol, measuring only

equipment that was leaking above repair definition in the past two consecutive campaigns. A total of 1,037 accessible sources were measured, and 49 sources were identified to be under leak repair definition with leaks greater than 10,000 ppm. After the first repair attempt, 10 leaks were repaired below leak definition and 39 leaking sources were not repaired. The majority of the remaining repairs will be performed during planned shutdowns. Fugitive emissions intensity decreased by 22% from 2014 to 2015 as a result of the LDAR program.

Volatile Organic Compounds Emissions	2012	2013	2014	2015
VOC Emissions (tons)	104	69	70	52
VOC Intensity (tons VOC/MMboe)	0.50	0.33	0.34	0.26



## Water Management

Water management is an increasingly critical issue in the oil and gas industry, especially the use of freshwater in operations. This is an especially salient issue in countries such as Qatar and the UAE where freshwater resources are scarce. We recognize the significance of the cost of producing fresh water, its impact on the local communities, and the great need for water conservation and recycling in our operations, which is why we manage our consumption to the best of our ability.

Dolphin Energy's UAE and Qatar facilities utilize desalinated water for a number of purposes, including steam generation and domestic use. We recycle this water in several ways. Low pressure steam condensates become feed water for the steam boilers. Domestic sanitary effluents and wash water are collected and treated, then mixed with treated oily water and the boiler blow down water from steam boilers to produce water used for irrigation purposes of about 60,000 m<sup>2</sup> area within Dolphin Energy's Ras Laffan Plant. The green belt area within the Dolphin Energy plant meets the regulatory requirement for provision of 3.5% landscaping inside the plant fence.

The water we return to the environment is treated and cleaned to meet our own high internal standards and achieves full compliance with local regulations. Produced and process water is treated at the onsite wastewater treatment facilities and re-injected into shore water-bearing reservoirs via two wastewater injection wells. Cooling seawater is returned to RLIC's common cooling seawater network, following cooling of the closed-loop Tempered Cooling Water network.

In 2015, we progressed several initiatives to improve the quality of re-injected wastewater. During cold weather, Kinetic Hydrate Inhibitor (KHI) is injected into our sealine to slow the formation of hydrates which can block our sealines and slug catcher. As a result, KHI becomes a contaminant of our re-injected wastewater. We have worked to minimize the amount of KHI being injected during cold weather without jeopardizing production and availability, by lowering the temperature thresholds at which we inject KHI depending on the intensity of the winter season. This will avoid any significant loss of injectivity

of the re-injection wells and will allow Dolphin Energy to continue re-injection of wastewater for the remaining lifetime of the facility.

During 2015, we also completed studies to improve the effectiveness of pH control of the wastewater being re-injected. One resulting recommendation of these studies was to inject a buffer solution into the wastewater feeding the equalization tank from which wastewater is re-injected. Once implemented, the presence of this buffer in the wastewater will permit more precise control of re-injection water pH downstream, and will avoid the fluctuations in re-injection water pH that have been observed historically.

There was an 11% increase in our water consumption intensity in 2015 due to an increase in boiler feed water consumption because of leaks in our sulfur recovery unit (SRU1), and the use of excess water to make up for the tempered cooling water system and to reduce the high chloride value in the tempered cooling water system.

Water Consumption (m <sup>3</sup> )	2012	2013	2014	2015
Total Water Consumption	1,186,086	1,038,000	1,015,346	1,076,577
Qatar	1,141,086	1,004,039	966,928	1,069,355
UAE	45,000	34,322	48,418	7,222*
Water Consumption Intensity (1000m <sup>3</sup> /MMboe)	5.7	5.0	4.9	5.5
Water Recycled or Reused	146,000	140,320	138,104	154,634
Water Recycled or Reused (%)	12	14	14	14
Non-contact Cooling Water	116,448,000	109,815,317	106,912,131	105,691,764
Deep-Well Injection of Contaminated Wastewater	552,639	514,049	465,935	460,025

\* The company did not receive two water bills, which affected the water consumption rates.



## Industrial Water Management Project

Dolphin Energy initiated the Industrial Water Management Project (IWMP) with the aim of reducing the quantity of wastewater being re-injected into deep wells (50% reduction), maximizing the internal reuse of wastewater (both for irrigation and as desalinated water), and reducing the quantity of desalinated water purchased from utility companies.

Through the IWMP, produced water will also be treated using innovative evaporation technology to remove the chemical Kinetic Hydrate Inhibitor (KHI) from the wastewater injected as per Qatar Petroleum (QP) requirements. Dolphin Energy will be the first company on a global scale to implement the technology for this specific purpose.

In 2015, we awarded the contract for the manufacture and supply of the evaporator, as well as for the project's Engineering, Procurement and Construction (EPC). We expect completion of the IWMP Project in 2017.

## Waste Management

We are committed to minimizing the amount of waste generated through our operations by reducing, reusing, and recycling. By minimizing waste, we are also able to cut costs and improve efficiency.

Dolphin Energy ensures that all waste is disposed of in an environmentally responsible manner, in accordance with local laws and industry standards. Domestic waste is disposed in approved landfills, whereas non-hazardous industrial waste is disposed at the RLIC waste management facility. Hazardous

waste, which includes liquid waste oil and solid waste such as spent activated carbon, expired chemicals, process sludge, and process filters generated in upstream facilities, is stored in a temporary hazardous waste storage area within our plant for disposal at authorized locations. We recycle several industrial waste streams such as empty drums, scrap metal, wood, waste oil, gas cylinders and contaminated soil.

We continue to implement our office recycling program (covering paper, cardboard, plastic bottles, cans and

electronic waste) now in its sixth year, running campaigns to remind employees and cleaners of the importance of recycling and the process for segregation of office recyclables.

In 2015, both our hazardous and non-hazardous waste increased by 43% and 39% respectively, mainly due to the nature of our upstream shutdown activities.

Total Recycled Material	2012	2013	2014	2015
Paper & Cardboard (kg)	103,996	78,861	66,901	104,936
Plastic (kg)	16,716	15,490	10,633	13,517
Aluminum Cans (kg)	1,081	877	881	1,193
Electronics (kg)	680	300	580	2,642
Industrial Recyclables (wood, metal, scraps, drums, etc.) (kg)	225	182	214	229
Total Recyclable Material (tons)	348	277	293	351

Waste Management (tons)	2012	2013	2014	2015
Total Non-Hazardous Waste	1,657	1,054	1,057	1,467
Total Hazardous Waste	309	273	294	419
Percentage of Waste Recycled (%)	18	21	22	19





# 05

## Protect the Environment

### Accidental Spills and Gas Releases

Dolphin Energy considers the prevention of spills, leaks and gas releases to be a top priority. They are an environmental and financial burden, and a reputational liability. We have a wide range of precautionary measures in place

to reduce the risk of spills and gas releases to as low as reasonably practicable. Also, we make sure that if any spill occurs, we are prepared to respond and contain it as quickly as possible.

In 2015, Dolphin Energy had one loss of containment incident when the liquid Sulfur export pipeline gave way to leak liquid Sulfur. The spilled Sulfur was collected and recycled.

Product Safety and Responsibility	2012	2013	2014	2015
Number of Reportable Gas Release Incidents	0	0	0	0
Amount of Gas Released (tons)	0	0	0	0
Number of Reportable Spills	1	1	1	1
Volume of Reportable Spills (m <sup>3</sup> )	8.8	2.1	1.0	10.7



## ‘Green Office’

We aim to create awareness regarding environmental issues among our employees by implementing ‘green office’ initiatives. Our green office initiatives target electricity and water conservation, cooling and printing cutbacks, canteen food waste management, and waste management.

### Green Office Measures in Dolphin Energy Offices

#### Electricity Conservation

- Lights are switched off over holidays, in unoccupied offices, and after-work hours
- Toilets are equipped with infrared sensors
- Motion sensors installed in all office areas and lobbies
- Night Watchman application used to shutdown computers when not in use
- Equipment with power settings based on the criteria for ENERGY STAR qualification used
- Environmental awareness campaigns and circulars issued to encourage staff to switch off unused lights and electrical appliances

---

#### Water Conservation

- Some taps work on a sensor system
- Water regulators/reducers are installed on water taps in all toilets to control water flow
- Water distribution is controlled by regulating water flow
- Water heaters temperature set at 60°C

---

#### Cooling

- Daily evening fresh and exhaust air handling units (AHUs) are set to 50% instead of 100%
- Temperature is automatically adjusted to maintain temperature in the office
- After business working hours/weekends and public holidays, air volume is reduced

---

#### Printing

- Printers are set with power saving function
- Default setup of double sided and black and white printouts option
- Enabled secure print solutions (no paper left on printing machine after printing)
- IT Department monitors the consumption of paper per employee
- Minimized the number of small printers by using multifunction equipment (printer/copier/scanner)
- Staff encouraged to scan their documents and save them on shared drives
- Circulating tips/bulletins to all staff regarding actions that help reduce paper use in office

---

#### Canteen Food Waste

- Introduced happy hour in cafeteria with 50% discount after 2pm which reduced the discarding of food
- Introduced access card system to streamline the food supply and consumption
- Sustainable food management in canteens

---

#### Waste Management

- Office waste recycling program for used paper/cardboard/plastic/cans/empty ink cartridges, toners and E-waste
- Customized colored containers and biodegradable plastic bags used to segregate office recyclables
- Water filters placed in office pantries to prepare beverages, reducing the use and procurement of five gallons of mineral water
- Replaced paper plates used in offices with ceramic plates
- Stopping delivery of daily newspapers and encouraging staff to read online newspapers, saving 140 papers per day



## Biodiversity

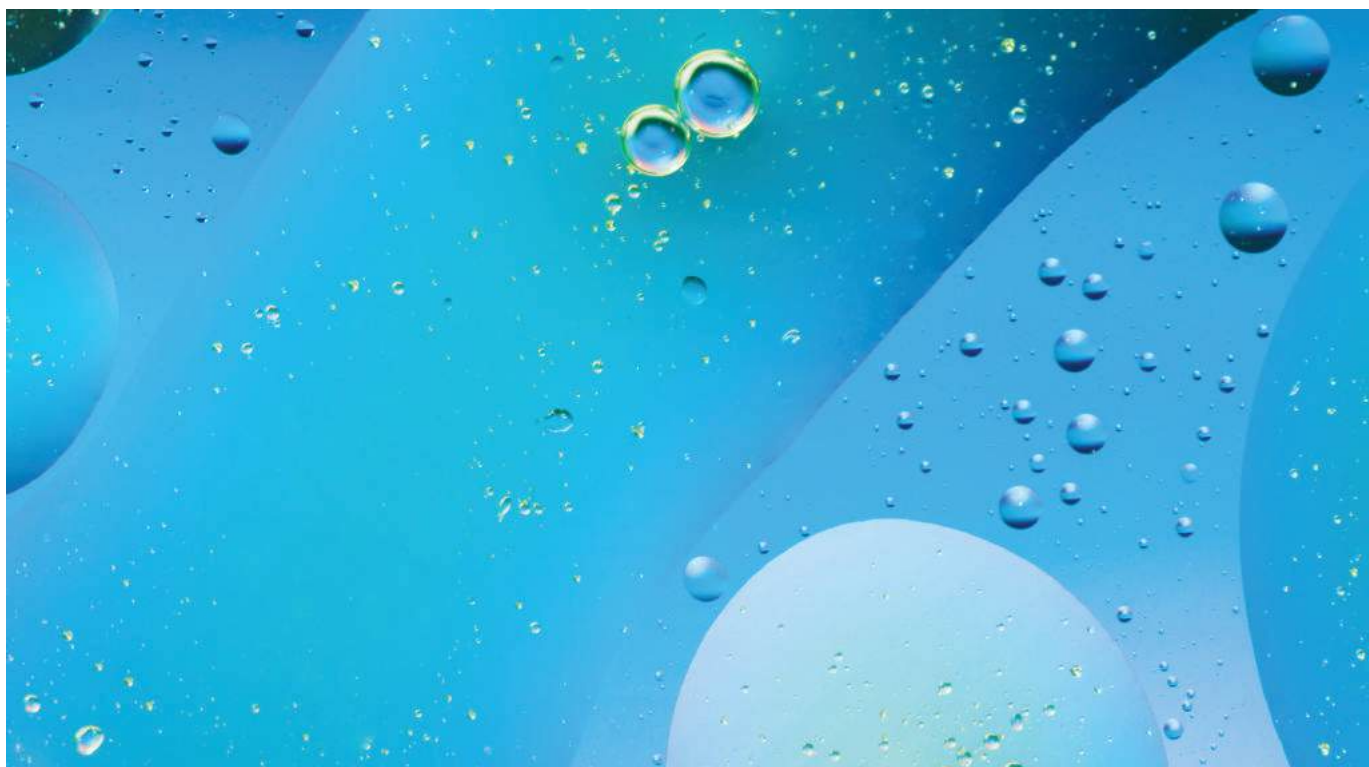
Dolphin Energy is committed to limiting its activities' impact on biodiversity surrounding its facilities. We continuously take steps to understand, manage and limit the potential impacts of our operations on biodiversity. These efforts have focused largely on coral habitat conservation (between 2004 and 2007), dugongs in Qatar (between 2007 and 2008), turtle protection programs (in 2005, 2007 and 2008) and artificial eco reefs (between 2008, 2009, 2010 and 2014); more information on our past initiatives in these areas can be found in our previous sustainability reports by visiting the relevant section on our website and at this link:

<http://www.dolphinenergy.com/en/46/social-responsibility/the-environment/>

In 2015, we conducted a marine ecological survey around our offshore DOL-1 and DOL-2 platforms. The baseline ecological surveys of marine habitats and species are vitally important in terms of marine conservation and protection. The objectives of the survey was to characterize current environmental conditions of the offshore field in 2015, eight years after operations started, and to define any changes over time by comparing current conditions to the baseline to physio-chemical and biological conditions surveyed in 2002 (before we were operational).

Results established that conditions at the offshore platforms were highly reflective of the ambient environment for similar water depths elsewhere in the Gulf. The survey indicated that the water surrounding both our offshore platforms is unpolluted and has not been significantly impacted by the company's operational activities. The sediments supported chemical, organic and metal concentrations that are consistent with natural background and expected conditions in the Gulf at present, and have not shown any uncharacteristic changes since the 2002 marine ecological survey.

As for marine biodiversity, the sediments were observed to support a very healthy benthic diversity and abundance. Epifaunal coverage around Dolphin Energy included predominantly soft corals (seawhips and gorgonians) and algae. A very high diversity (96 taxa) and abundance (3,787 individuals) of benthic infauna was identified during the survey and fish abundance and diversity were also relatively high. It was concluded that the marine community present around the platforms has not been detrimentally affected by our ongoing offshore operations and previous drilling activities.



# 05

## Protect the Environment

---

### Be'ati Watani

In 2011, Dolphin Energy launched Be'ati Watani, an online environmental education program for schools in the UAE. The program is run in partnership with the World Wildlife Fund (EWS-WWF) with the aim to educate teachers, students and their parents on key environmental topics and inspire them to protect the natural environment. The program also includes a volunteering component, through which Dolphin Energy staff help support the initiative by volunteering to visit schools and conduct classes.

After operating the program in the UAE for four years, Dolphin Energy launched Be'ati Watani program in Qatar in 2015. The program was customized for Qatar, focusing on Qatar wildlife, water, waste, and climate change. Two workshops were held at the Friends of the Environment Center to introduce the program content, tools and student registration process to teachers from 13 schools.

In total, 3,526 students participated in the program. A pre-program online student survey was conducted to measure the level of environmental knowledge students possessed before starting the program. Upon completion of the program, students took a quiz to test the level of learning gained. The outcome of this exercise showed that Be'ati Watani was a successful and useful tool to support teachers in class and to raise students' awareness on environmental topics.

By encouraging teachers, students and their families to learn about the environment and importance of regional biodiversity, we helped them honor and protect local natural history and heritage. To see the program first-hand, please visit: <http://www.beatiwatani.com/>

---



# BECOME A BETTER CORPORATE CITIZEN

---

As a conscientious corporate citizen, Dolphin Energy is committed to embedding transparency and accountability in our governance, holding ourselves to the highest standards of ethical conduct, and ensuring that our business partners operate according to the company's own standards for responsible behavior.

---

## Transparency, Accountability and Integrity

Dolphin Energy aims to demonstrate transparency, accountability and integrity throughout our business practices, operations and interactions with stakeholders. We are committed to ethical and fair business dealings with our employees and any third party we work with. We strive to keep our commitments to our stakeholders and hold ourselves accountable for

our actions. We have accountability measures and a well-established governance structure that ensure we act with integrity and responsibility and provide clarity in our decision-making. Dolphin Energy seeks to be open and clear about our structure, operations and performance to maintain an honest dialogue with our stakeholders and to provide insight to the market.

### Transparency and Accountability in Governance

Our well-established governance structures allow us to operate in a transparent and accountable way ensuring duties are performed responsibly to further our corporate strategy.

Dolphin Energy is accountable to its three shareholders, who sit on the Board of Directors and also act through a General Assembly that meets annually to review and approve the Board report, annual company report, external auditors' report, and the appointment of external auditors.

A 10-member Board of Directors chaired by His Highness Sheikh Hamdan Bin Zayed Al Nahayan oversees Dolphin Energy. The duties of the Board of Directors are:

- Appoint executive management
- Approve annual budget and business plan proposed by the management
- Ensure the company acts with integrity
- Oversee Dolphin Energy's approach to risk management
- Monitor the company's overall performance

Ninety percent of the Board comprises non-executives, except for the Managing Director.

The Board of Directors meets at least twice per year and has four advisory committees: the Finance Committee, the Audit, Risk and Compliance Committee, the Compensation Committee and the Project Review Committee, which reviews HSE&S, technical, and operational aspects of the Dolphin Gas Project.

Every year, Dolphin Energy holds a CEO-staff meeting in both Qatar and UAE, where the company's management engage with the employees who in turn can openly raise concerns and provide feedback and suggestions to the company's management.

You can find a list of our current Board members including individual profiles on the Board Members section on our website:

<http://www.dolphinenergy.com/en/9/about-dolphin-energy/board-members>



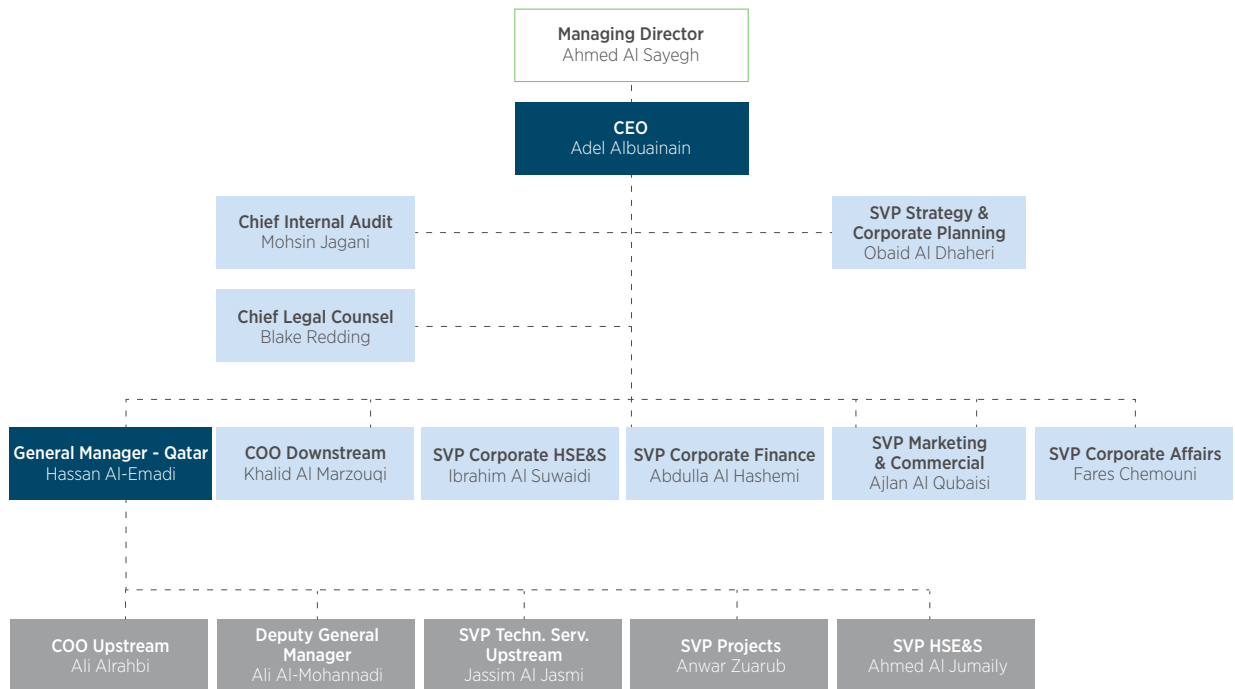
## New Organizational Structure

Dolphin Energy's senior management team has a centralized structure incorporating the company's activities across both the UAE and Qatar. A General Manager - Qatar oversees the Deputy General Manager and four business units focused on upstream operations, while all other business units, both corporate and downstream operations, report directly to the CEO.

We have recently revitalized the Dolphin Energy organizational structure to incorporate HSE&S business units in both the UAE and Qatar. The Senior Vice

President of HSE&S in Qatar reports to the General Manager - Qatar, and the Senior Vice President of Corporate HSE&S in Abu Dhabi offices reports to the CEO. This restructuring highlights the importance of HSE&S and clearly defines responsibilities and handovers to ensure accountability is understood and incontestable.

The diagram below reflects Dolphin Energy's revised organizational structure.



### Code of Business Conduct

Dolphin Energy is committed to act with integrity and have no tolerance for corruption. It is important that we are clear about the behavioral standards we expect from all our employees and anyone who acts on our behalf, and that they understand the importance of acting with integrity. This is where our Code of Business Conduct (CBC) comes in. Our CBC is the fundamental tool for communicating these expectations. It serves as the main ethical guidance reference and is a compilation of all the policies and procedures intended to ensure that the company conducts itself in a legal and ethical manner and avoids conflicts of interest.

All employees are required to certify that they have reviewed the CBC and confirm understanding of their responsibilities by completing an annual Professional Conduct Declaration.

The Compliance Officer takes responsibility for the CBC, making sure that employees adhere to all policies, and delivers the required communication and training for staff.

In 2014, Dolphin Energy rolled out an online CBC training and certification program made mandatory for all employees. In 2015, the Legal Department launched a campaign to reinforce information contained in our CBC. All staff were invited to sessions held at Ras Laffan and in Doha which saw a very positive turnout. As a result of these sessions, staff are more aware of the way their conduct affects our business and staff members have raised queries and been more mindful of the Code of Business Conduct when

interacting with others both inside and outside of the organization. We will sustain this effort in 2016 to ensure that we conduct our affairs transparently and ethically.

Dolphin Energy maintains an integrity helpline and email address for confidential reporting of matters related to the CBC or any disclosure of malpractice without the fear of retaliation. In 2015, there were no reports of concern or violations. Should the company receive a report of misconduct, we have a Corporate Investigation Policy to guide investigations of alleged incidents of corruption or fraud and to ensure integrity and accountability within the core of the company's governance.

In order to safeguard the integrity of the organization, Dolphin Energy refuses to conduct business with vendors or suppliers in which directors or close family members of employees have vested interests, or which may award benefits wholly or partially derived from the business to directors, employees, or employees' relatives. All vendors and contractors with single or cumulative commitments or potential yearly business with the company exceeding USD 50,000 must receive a copy of the CBC and acknowledge compliance in writing. Full compliance with this policy is a condition of entering into business with Dolphin Energy, and violations will be regarded as a material breach of agreement. There were no breaches of integrity by contractors that led to termination of contracts in 2015.



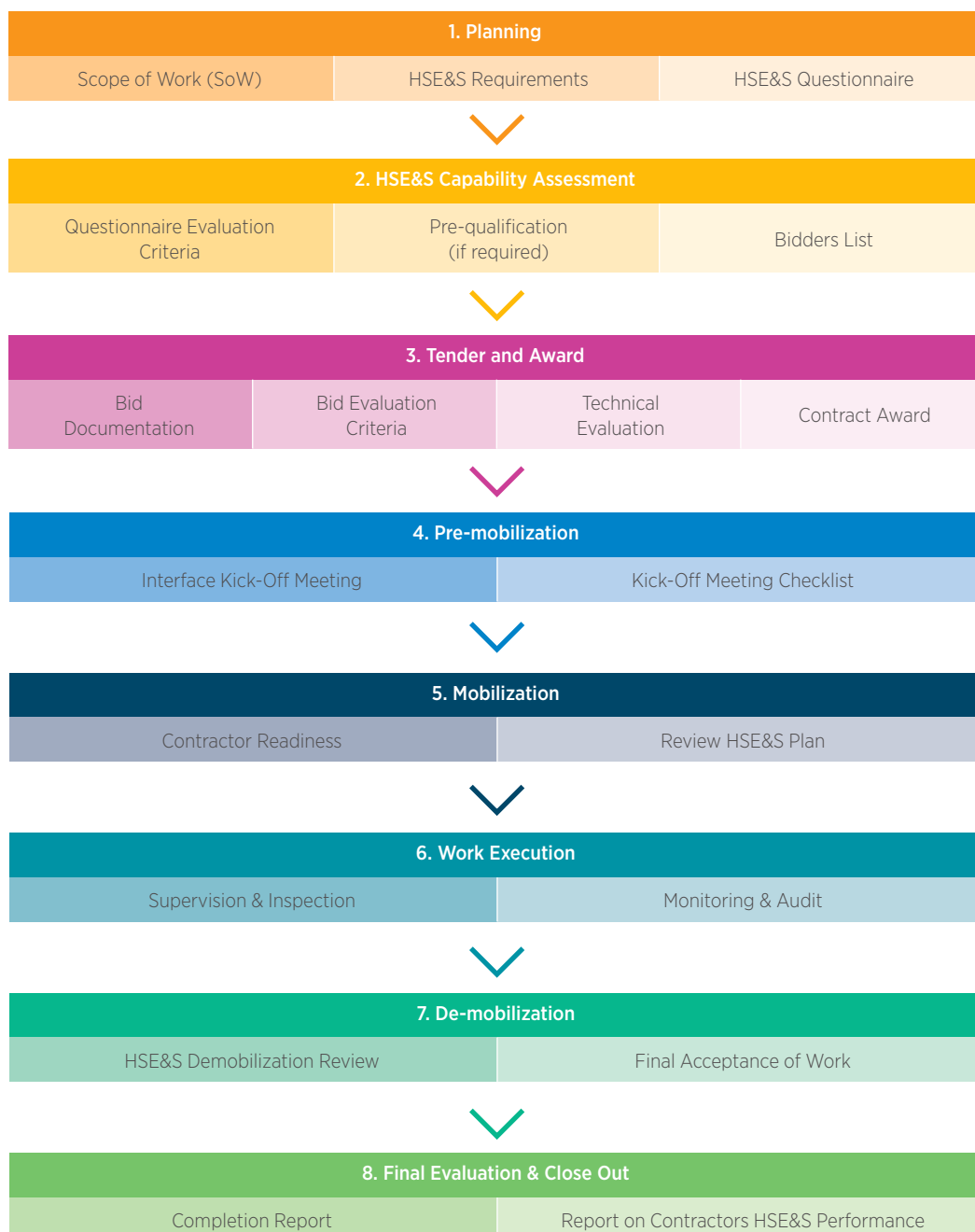
## Responsible Supply Chain Management

Dolphin Energy works with a wide variety of contractors throughout our business operations. Careful selection and management of these contractors is extremely important for us to achieve high standards of safety and quality. This includes holding contractors accountable to our own standards for responsible behavior, beginning

with pre-qualification for bidding and extending to audits throughout the implementation of projects. We expect our business partners to conduct themselves in a manner consistent with our sustainability requirements and adhere to our principles on issues that matter the most such as safety, human rights, and environmental responsibility.



### Phases of the Contracting Process





### Requirements for Bidding on Contracts

All high value, high-risk contractors bidding for projects valued above USD 1 million are subject to a pre-qualification process. All bidders must complete a pre-qualification questionnaire, answering questions on their approach to the following:

- HSE&S leadership
- Subcontractor management
- Hazards and effects management
- Planning and procedures
- Implementation and performance monitoring
- Incident reporting and investigation
- Auditing and review
- Emergency management and response

Many of our contractors are required to submit documentation on their HSE&S systems, policies, procedures and performance in the bidding process for evaluation.

### Requirements Included in Contracts

Our approach to awarded contracts is guided by our Contract Management System, part of Dolphin Energy's Corporate HSE Management System. This helps us determine the level of risk (high, medium, low) of a given contract, which allows us to set the HSE&S requirements that need to be imposed on the contractor.

All our contracts require contractors to abide by our HSE&S guidelines, specifically clauses related to the following topics:

- Workmen compensation insurance
- Hiring of minors
- Minimum wage requirements
- HSE obligations
- Medical services and first aid
- Protection of construction camp facilities
- Disposing of hazardous waste
- Anticorruption provisions
- Conflict of interest





## Holding Contractors Accountable to Contracts

Through dialogue, self-assessment and audits we verify the compliance of contractors with our requirements. Once a contract is awarded, Dolphin Energy meets with the contractor to further discuss their HSE&S systems, procedures, and practices for implementing the project.

Prior to mobilization, the contractor is required to submit their site-specific and contract-specific HSE&S plan, including a risk-based assessment and method statement for performing the contracted work safely for our revision and approval.

To ensure compliance with all agreed requirements and procedures, we regularly audit contractors prior to and during contracted work. We conduct monthly HSE&S audits for contractors to ensure compliance and promote continuous improvement. In 2015, the total monthly HSE&S audits for contractors fell by 17%

due to changes in Dolphin Energy's organization structure, and fewer Field HSE inspections carried out offshore as a result of the off-hire of our offshore barge.

Contractors must also notify the company of any incident involving personnel and selected contractors must provide a monthly HSE&S performance report to Dolphin Energy with lagging and leading KPIs specified by us. Suppliers with critical issues are asked to follow up on performance and documentation or to take immediate action. If a contractor does not address critical issues identified, Dolphin Energy will sometimes help them to recruit safety officers and train them to implement the company's HSE standards. If this is not feasible, Dolphin Energy cancels the contract.

### **Contractor Safety**

	2012	2013	2014	2015
Total Number of HSE&S Audits	116	87	101	83

### **Contractors Corrective Actions Trend Analysis**

In 2015, Dolphin Energy completed a trend analysis for corrective actions from contractor audits conducted in 2012, 2013, and 2014. We reviewed audit reports that were published in 2012, 2013, and 2014 During Mobilization (DM) and During Work Execution (DWE). For each type of audit, we then analyzed the number of corrective actions, the leading non-compliances identified, the severity trend by type of audit and the trend for the same contractors audited during both phases (DM & DWE). The results of this analysis will inform our approach to supporting our contractors to improve their performance.

### **Recognizing Contractors at the 8<sup>th</sup> Annual HSE Contractors Forum**

During Dolphin Energy's 8th Annual HSE Contractors Forum 2015, held under the theme 'Partnering Towards HSE Citizenship in the Workplace', five contractors were awarded for their achievements in the categories of Contractor of the Year, Contractor of the Year Runner-Up, Safety Poster, Safety Poster Runner-Up, and Safety Poster Third Place.

More than 150 participants attended the Forum, including representatives from Dolphin Energy's senior management team. The annual meeting's objectives mainly focused on learning methods for eliminating accidents, encouraged contractor leaders to reflect on how their business performed against the company's HSE model, and maximized employees' ability to achieve high performance without risking their lives and others. Our aim is not only to lead by example, but work closely with our contractors to build a safe, productive and efficient work environment.

### Human Rights

Respect for human rights is fundamental to our sustainable development and governs how we behave toward our people, contractors and the communities in which we operate. Dolphin Energy seeks to play an active role in ensuring that our contractors also respect human rights principles. Working conditions and decent and timely wages are prime areas of focus for our sustainability work with contractors.

In 2015, our Procurement and Contracts department added a minimum wage clause to our agreements with contractors providing services such as security, cleaning and office messengers

to our UAE offices. We also added a clause to one of our agreements with a contractor providing waste management services in Qatar, which enables Dolphin Energy to impose a monetary penalty on those who do not pay their workers' wages on time.

Dolphin Energy also carried out audits on the accommodation for contracted workers in Ras Laffan to ensure that the minimum space allocated per person, sanitary facilities, and food provided to workers taking into account their religious or cultural backgrounds are aligned with our standards.





## Appendix A – Report Parameters

This is Dolphin Energy's seventh sustainability report, capturing our performance in the year 2015. It also provides comparative information for 2014, 2013 and 2012 where possible. Dolphin Energy has produced a sustainability report each year since 2009.

### Process for Defining Report Content

This report focuses on Dolphin Energy's priority areas, which were identified through a process incorporating GRI's principles, including the Oil and Gas Sector supplement, and the IPIECA/API reporting guidelines for defining report content, including:

**Materiality:** Dolphin Energy believes the report covers all major issues that reflect its significant economic, environmental and social impacts, or the issues that would substantively influence the assessments and decisions made by its stakeholders.

**Stakeholder inclusiveness:** Dolphin Energy has identified and considered all key stakeholders, and has outlined how the company engages them, identifies their priorities, and responds.

**Sustainability context:** Dolphin Energy has considered global trends in sustainability for the oil and gas sector, and has also taken into account the regional and local contexts of its operations.

**GRI**  
G4-17

#### **Completeness and boundaries**

**of this report:** Dolphin Energy has attempted to make this report as complete as possible. The report pertains to our 2015 performance (January 1st to December 31st 2015), covering all its operations in the United Arab Emirates and Qatar unless stated otherwise. There are no excluded operations.

**Reporting cycle:** Dolphin Energy will report on its sustainability progress annually.

### Cautionary Statement

Dolphin Energy's 2015 sustainability report contains certain forward-looking statements. All statements, other than statements of historical fact are, or may be deemed to be forward-looking statements. By their nature, forward-looking statements involve known and unknown risks and uncertainties that could materially affect expected results of operations, cashflow and business prospects, because they relate to events and depend on circumstances that will or may occur in the future. Readers should not place undue reliance on forward-looking statements, which speak only as of the date of this report.

### Ensuring Quality in Sustainability Reporting

Dolphin Energy recognizes that ensuring the quality and credibility of the information presented in this report is of the utmost importance, and thus has used the GRI 'principles for defining quality':

**Balance:** The report seeks to demonstrate transparency, presenting achievements while also highlighting the areas where Dolphin Energy believes there is an opportunity to improve.

**Comparability:** The report provides three to four years of comparable data for the majority of indicators.

**Accuracy and reliability:** Every effort has been made to ensure that the performance data is as accurate as possible, and to the best of the company's knowledge is of a very high level of accuracy. Where previous years' reported data were found to be erroneous, Dolphin Energy has restated them with an explanation in the given section of the report. On any indicators with unique calculations or techniques to Dolphin Energy, the calculation is reported alongside each KPI.

**Clarity:** This report targets a wide range of stakeholders with varying levels of awareness of sustainability. Dolphin Energy has strived to make the report easily understandable for all anticipated readers.

**Assurance:** This report has not been externally assured.

# Appendix

## B – GRI G4 Content Index (including IPIECA and QEISS)



GENERAL STANDARD DISCLOSURES			
General Standard Disclosures	Page	IPIECA Indicators	QEISS Indicators
Strategy and Analysis			
G4-1	6-8		
Organizational Profile			
G4-3	Dolphin Energy Limited		
G4-4	10		
G4-5	Abu Dhabi, UAE		
G4-6	UAE and Qatar		
G4-7	11		
G4-8	10		
G4-9	10, 41, 25, 37		
G4-10	41, 46		53
G4-11	0. Collective bargaining is illegal in the UAE and Qatar.		
G4-12	74		
G4-13	72		
G4-14	57		
G4-15	13		
G4-16	13		
Identified Material Aspects and Boundaries			
G4-17	Financial statements include the activities of Dolphin Energy Limited. No other entity is included.		
G4-18	17-18		
G4-19	19		
G4-20	19		
G4-21	19		
G4-22	41, 43, 46, 49, 58		
G4-23	No significant changes.		
Stakeholder Engagement			
G4-24	17		
G4-25	17		
G4-26	82-84		
G4-27	82-84		
Report Profile			
G4-28	January 1, 2015 – December 31, 2015		
G4-29	2014 Sustainability Report		
G4-30	Annual		
G4-31	Rola Atiyeh, sustainability@dolphinenergy.com		
G4-32	79-81		
G4-33	Dolphin Energy does not seek external assurance for its sustainability report. Financial information and upstream GHG emissions calculations are externally assured separate from the sustainability reporting process.		
Governance			
G4-34	71, 22		
Ethics and Integrity			
G4-56	73		

SPECIFIC STANDARD DISCLOSURES				
DMA and Indicators	Page	Omissions	IPIECA Indicators	QEISS Indicators
CATEGORY: ECONOMIC				
Material Aspect: Economic Performance				
G4-DMA	37-39			
G4-EC1	37-39			1
G4-EC4	None			
Material Aspect: Market Presence				
G4-DMA	49-51		SE5, SE6	
G4-EC6	49-51		SE6	
Material Aspect: Procurement Practices				
G4-DMA	55		SE5, SE7	
G4-EC9	55		SE7	3



# Appendix B – GRI G4 Content Index (including IPIECA and QEISS)

DMA and Indicators	Page	Omissions	IPIECA Indicators	QEISS Indicators
<b>CATEGORY: ENVIRONMENTAL</b>				
Material Aspect: Energy				
G4-DMA	58-61		E3	
G4-EN3	58		E2	4,5
G4-EN5	58		E2	
Material Aspect: Water				
G4-DMA	64			
G4-EN8	64		E6	12
G4-EN10	64		E6	16
Material Aspect: Emissions				
G4-DMA	61, 62, 63			
G4-EN15*	61		E1	9
G4-EN16	61		E1	10
G4-EN18	61		E1	
G4-EN21	62-63		E7	17,18
Material Aspect: Effluents and Waste				
G4-DMA	64-65			
G4-EN22	64		E9	14,15
G4-EN23	65		E10	21,22,23
G4-EN24	66		E8	19,20
G4-OG5	64			
G4-OG6	62-63		E4	11
Material Aspect: Compliance				
G4-DMA	57			
G4-EN29	57			
Material Aspect: Overall				
G4-DMA	57			
G4-EN31	57			
<b>CATEGORY: SOCIAL</b>				
<b>SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK</b>				
Material Aspect: Employment				
G4-DMA	41-43			
G4-LA1	41-43			56
G4-LA3	43, 46			
Material Aspect: Occupational Health and Safety				
G4-DMA	28, 29, 32		HS1, HS2	
G4-LA6	28-29		HS3	26-34
G4-LA7	28-29			
Material Aspect: Training and Education				
G4-DMA	44, 45		SE17	
G4-LA9	44		SE17	57
G4-LA11	44		SE17	
Material Aspect: Diversity and Equal Opportunities				
G4-DMA	46		SE15	
G4-LA12	46		SE15	55
<b>SUB-CATEGORY: HUMAN RIGHTS</b>				
Material Aspect: Non-discrimination				
G4-DMA	47			
G4-HR3	47			
Material Aspect: Child Labor				
G4-DMA	Dolphin Energy does not have operations where there is significant risk of child labor. Furthermore, the company does not hire anyone under the legal working ages in UAE (15) and Qatar (16).			
G4-HR5	None			



DMA and Indicators	Page	Omissions	IPECA Indicators	QEISS Indicators
Material Aspect: Forced or Compulsory Labor				
G4-DMA	Dolphin Energy adheres to all laws relating to worker rights, and follows international guidelines. Overtime is duly compensated, and employee passports are not retained. The company also takes significant steps to help ensure that there are no violations of worker rights, including forced or compulsory labor, among contractors.			
G4-HR6	See G4-DMA for Forced or Compulsory Labor.			
SUB-CATEGORY: SOCIETY				
Material Aspect: Local Communities				
G4-DMA	51		SE1, SE4	
G4-SO1	100%			58
Material Aspect: Anti-corruption				
G4-DMA	71		SE11, SE12	
G4-SO3	100%			
G4-SO4	71			
G4-SO5	73			59
Material Aspect: Compliance				
G4-DMA	71, 73			
G4-SO8	71, 73			
Material Aspect: Emergency Preparedness				
G4-DMA	33			
Material Aspect: Asset Integrity and Process Safety				
G4-DMA	32, 33		HS5	
G4-OG13	32		HS5	35
SUB-CATEGORY: PRODUCT RESPONSIBILITY				
Material Aspect: Product and Service Labelling				
G4-DMA	39			
G4-PR5	39			

\*Audit of GHG emissions encompasses only upstream operations; however, these make up the bulk of our emissions.



# Appendix C – Stakeholder Mapping

GRI

G4-26, G4-27

Our Stakeholders:	We value them because they:	They expect Dolphin Energy to:	We engage them via:
<b>Employees &amp; Contract Staff</b>			
Over 1,000 full-time employees based between Qatar and the United Arab Emirates	<p>Provide the knowledge and expertise to operate and manage our plant, pipelines, and activities</p> <p>Determine our productivity, level of innovation and integrity</p> <p>Are the main assets of the company, without them we cannot run our business</p>	<p>Provide punctual, competitive financial compensation and excellent quality of living</p> <p>Take strong health and safety precautions</p> <p>Ensure emergency and urgency preparedness</p> <p>Enhance human resources capacity</p> <p>Retain a professional and skillful workforce</p> <p>Adhere to, and protect, all basic international human rights for all employees, staff, contractors, and service providers</p> <p>Create a diverse and inclusive workforce</p> <p>Employ technology and develop processes that enable employees to excel</p> <p>Provide support for career development and opportunities for advancement</p>	<p>Annual CEO meeting and quarterly forums</p> <p>Performance appraisals</p> <p>Employee satisfaction surveys</p> <p>Grievance system</p> <p>Engagement surveys, feedback/suggestion systems</p> <p>Internal newsletters</p> <p>Recognition and awards program</p> <p>Compensation and benefits</p> <p>Company policies and project management system</p> <p>Training, workshops, and business travel</p> <p>Technological support</p> <p>Exit interviews</p> <p>Dolphin Energy Business Plan</p> <p>Compliance hotline</p> <p>Volunteering opportunities</p> <p>HSE&amp;S Watch programme</p> <p>Development and career enhancement plans</p> <p>Corporate events</p>
<b>Shareholders</b>			
Dolphin Energy's shareholders include the Abu Dhabi Government's investment arm, the Mubadala Development Company (51% ownership), France-based Total, and US-based Occidental Petroleum Company (Oxy), both with 24.5% ownership	<p>Provide the capital necessary for sustainable growth</p> <p>Advise on a strategic level</p> <p>Provide expertise and guidance as required</p> <p>Authorize projects and transactions</p>	<p>Achieve operational and financial targets</p> <p>Build a trustworthy reputation</p> <p>Operate with complete integrity, accountability, and transparency</p> <p>Maintain reliable and efficient operations and products</p> <p>Employ strong risk-management processes and ensure business continuity</p> <p>Enhance performance and broader impact through sustainability management process</p> <p>Provide timely financial and operational reports</p> <p>Conduct regular economic performance analysis and benchmarking against industry peers</p> <p>Operate as safely as possible</p>	<p>Representation on the Board of Directors and its advisory committees, including regular board meetings</p> <p>Representation and active involvement as members / secondees throughout the organization</p> <p>Monthly, quarterly and semi-annual reports</p> <p>Reporting on company performance via annual sustainability reporting</p> <p>Media relations activities</p> <p>Annual budget review and approval</p>
<b>Clients &amp; Customers</b>			
Primarily power providers who purchase Dolphin Energy's gas in order to meet water and electricity production requirements, and to support regional economic and industrial development, as well as companies who purchase Dolphin Energy's by-products	<p>Provide outlets for the gas and by-products produced and procured from third parties</p> <p>Ensure year-on-year financial stability and opportunities for development and improvement</p> <p>Depend on the continued success of Dolphin Energy</p>	<p>Maintain reliable and efficient operations and high-quality products at acceptable prices</p> <p>Provide cleaner energy</p> <p>Provide excellent customer service which is easily accessible, timely, and reliable</p> <p>Possess a clear business continuity strategy</p> <p>Meet the increasing gas needs of customers</p> <p>Communicate HSE performance and management approach</p> <p>Availability, reliability of delivery and fulfillment of agreements</p>	<p>Ongoing engagement /coordination through operations</p> <p>Regular meetings to review product and service</p> <p>Customer Satisfaction Surveys</p> <p>Annual Sustainability Reports</p> <p>Feedback through follow up servicing and ongoing sales engagement</p> <p>Company newsletter (Dolphinsight)</p> <p>Media relations activities</p> <p>Customer Care System (customers may file complaints directly with Dolphin Energy's CEO)</p>

# Appendix C – Stakeholder Mapping

GRI  
G4-26, G4-27

Our Stakeholders:	We value them because they:	They expect Dolphin Energy to:	We engage them via:
<b>Government &amp; Regulators</b>			
<p>Dolphin Energy is a strategic energy project initiated and shared by the governments of Qatar and Abu Dhabi. There are relevant regulatory authorities in all countries of operation: Qatar, UAE and Oman.</p> <p>These include, Abu Dhabi Accountability Authority (ADAA), Environment Agency – Abu Dhabi (EAD), National Emergency Crisis and Disasters Management Authority (NCEMA), National Electronic Security Authority (NESA), Qatar's National Center for Information Security (Q-CERT), Qatar Petroleum (QP), Qatar Ministry of Environment (MoE), Ras Laffan Industrial City (RLIC), Civil Defense, and the Abu Dhabi OSH Center (OSHAD)</p>	<p>Regulate and influence our operations</p> <p>Approved the Development and Production Sharing Agreement (DPSA) signed between the Qatari and Abu Dhabi governments. The DPSA outlines guidelines for Dolphin Energy's operations in Qatar, the UAE, and Oman over the following 25 years</p> <p>Provide quality, environmental, health and safety standards, among other standards and regulatory frameworks</p> <p>Provide our Operating Permit and approve our Environment, Health and Safety Management System (EHSMS)</p> <p>Issue permits and licenses and provide guidelines for best practices</p> <p>Benchmark our performance</p> <p>Notify us of national level risks</p>	<p>Operate in compliance with the parameters set out in the DPSA</p> <p>Operate in compliance with local, national and regional regulations and laws</p> <p>Minimize Dolphin Energy's environmental impact</p> <p>Implement the highest standards of health and safety, recording no fatalities or major injuries</p> <p>Ensure emergency preparedness in coordination with local authorities</p> <p>Increase nationalization of the workforce in both Qatar and UAE</p> <p>Amplify Dolphin Energy's contribution to society</p> <p>Be transparent and report performance and activities accurately</p> <p>Ensure information security and business continuity</p> <p>Implement rigorous internal audit processes and controls</p>	<p>Representation on the Dolphin Energy Managing Committee</p> <p>Interaction and regular communication with regulatory agencies</p> <p>Collaboration regarding facility tours and inspections</p> <p>Participation in governmental initiatives and campaigns</p> <p>Routine reporting of environmental management and timely notification of significant incidents</p> <p>Internal newsletters</p> <p>Media relations activities</p> <p>Quarterly DPSA reporting and annual budget review</p> <p>Quarterly meetings</p> <p>Compliance audits</p>
<b>Local Society &amp; Neighboring Communities</b>			
<p>This includes economies and societies of UAE and Qatar; and communities located alongside facilities or pipelines such as the Ras Laffan community.</p>	<p>Provide us with the social-license to operate within their communities</p> <p>Dictate our reputational value in society</p> <p>Consist of our priority talent pool to source future Dolphin Energy employees</p> <p>Are the consumers and end-users of our products</p> <p>Raise concerns and help us prioritize key operational issues in how Dolphin Energy runs its business</p> <p>Respect the pipeline areas</p>	<p>Advance social development via community investments</p> <p>Develop local human resources and provide employment opportunities</p> <p>Engage regularly with the community and provide clear channels for two-way communication</p> <p>Minimize any environmental impacts of our operations and our by-products</p> <p>Adhere to, and protect, all basic international human rights for all relevant stakeholders</p> <p>Contribute and participate proactively in environmental protection and advancement programs</p> <p>Take strong health and safety precautions</p> <p>Minimize the impact of the pipeline on local communities</p> <p>Invest in infrastructure</p> <p>Assist educational institutions in preparing students to enter the workforce</p> <p>Provide employment opportunities</p> <p>Comply with laws and regulations</p>	<p>Joint charitable and research initiatives supporting important local causes and events</p> <p>Conducting community engagement meetings as required</p> <p>Our own employees whose families live in the local communities</p> <p>A community liaison officer / community outreach office to communicate with society</p> <p>Public reports as required</p> <p>Media relations activities</p> <p>Gas Network Protection Campaign</p> <p>Regular patrols of the pipeline</p> <p>Career fairs, school visits, and internship at Dolphin Energy</p> <p>Community Outreach Program (COP)</p>



# Appendix C – Stakeholder Mapping

GRI

G4-26, G4-27

Our Stakeholders:	We value them because they:	They expect Dolphin Energy to:	We engage them via:
<b>Suppliers &amp; Contractors</b>			
Over 1,100 registered suppliers and contractors are listed in Dolphin Energy's databases.	<p>Deliver valuable, safe, and high-quality services which support our growth and success in alignment to Dolphin Energy's business priorities</p> <p>Take strong health, safety and environmental precautions</p>	<p>Adhere to fair contract bidding and awarding processes</p> <p>Ensure ethical business dealings</p> <p>Consider environmental issues in procurement guidelines</p> <p>Maximize value added through supply chain management</p> <p>Favor local bids from local companies</p> <p>Demonstrate timely payment practices</p> <p>Collaborate to ensure worker welfare</p> <p>Take strong health and safety precautions</p>	<p>Bidding and tendering</p> <p>Collaborative monitoring of project delivery</p> <p>Customer surveys</p> <p>Visits to potential suppliers</p> <p>Quarterly meetings held between HSE&amp;S and engaged contractors</p> <p>Safety awards programs</p> <p>Media relations activities</p> <p>Routine inspection of worker accommodation</p> <p>Audits and site visits</p> <p>Incident reports and investigations</p> <p>E-registration for contractors</p> <p>HSE management plans</p> <p>Annual contractor forum in UAE and Qatar</p>
<b>The Environment</b>			
The Dolphin Gas Project operates within the environmental eco-system, which must be considered and protected in order to ensure long-term sustainable operations. The environment is a silent stakeholder which must be heard.	<p>Provide the resources which Dolphin Energy extracts, meeting 30% of the UAE's energy needs</p>	<p>Protect the biodiversity in Qatar, UAE and Oman</p> <p>Mitigate all environmental impacts as is feasible, including, but not limited to, carbon reductions, releases to the environment, emission reductions and proper management of resources</p> <p>Compliance with environmental laws and regulations</p>	<p>Monitoring of activities and implementation of mitigation measures</p> <p>Semi annual and quarterly report</p> <p>Environmental Management Plan</p> <p>Environmental Impact Assessment Studies (EIAs)</p> <p>Engagements with environmental societies and NGOs</p> <p>Involvement with various environmentally focused initiatives across the region</p> <p>Funding environmental and marine biodiversity research</p> <p>Annual Sustainability Reports which publish environmental performance data</p> <p>Media relations activities</p> <p>Environmental fairs</p> <p>Awareness campaigns and school education programs like 'Be'ati Watani'</p>
<b>Industry Groups &amp; Associations</b>			
Other operators in Qatar and the UAE, as well as organizations and associations such as The Supreme Petroleum Council (SPC), Abu Dhabi National Oil Company (ADNOC), Abu Dhabi Emergency Support Committee for Offshore Operators (ADESCO), International Association of Oil and Gas Producers (IOGP), Ras Laffan Environmental Society, Qatar Energy and Industry Sector Sustainability Programme (QEISS), Abu Dhabi Sustainability Group (ADSG), Emirates Environmental Group (EEG) and Emirates Wildlife Society (EWS).	<p>Are our business partners</p> <p>Create industry-wide initiatives and engage with the government</p> <p>Provide a platform for sharing expertise and experiences</p> <p>Partner with us to address emergencies</p> <p>Maintain the pipeline rights of way</p>	<p>Perform in accordance with agreed business practices and procedures</p> <p>Adopt industry best practices</p> <p>Provide mutual support and aid</p> <p>Support industry-wide initiatives</p> <p>Develop sustainability awareness internally within Dolphin Energy and externally amongst peers and society</p> <p>Maintain pipeline rights of way</p> <p>Partner with them to address emergencies</p> <p>Share technical data, knowledge and expertise</p> <p>Maintain good HSE&amp;S records</p>	<p>Regular meetings and workshops</p> <p>Shared initiatives</p> <p>Knowledge sharing forums</p> <p>Interactive dialogue</p> <p>Reporting</p> <p>Media relations activities</p> <p>Pipeline crossing agreements</p> <p>Cost sharing agreements</p> <p>Memoranda of Understanding</p> <p>Joint crisis and emergency preparedness exercises</p> <p>Engagement and collaboration</p> <p>Sponsoring of events</p>

Declaration



**217**  
Kiwa Ltd  
Malvern View Business Park  
Stella Way, Bishops Cleeve  
Cheltenham, GL52 7DQ, UK



Partner for progress

## VERIFICATION OPINION

### Verification of GHG Emissions

**For:** **Dolphin Energy Limited**  
Ras Laffan Industrial City  
Qatar

**Verification carried out by:** Kiwa Ltd  
Cheltenham  
GL52 7DQ  
UK

**Period for verification:** 1<sup>st</sup> January 2014 to 31<sup>st</sup> December 2015

The greenhouse gas emissions produced by the installation above and for the above period have been verified by Kiwa Ltd to be

**Total Emissions in tCO<sub>2</sub>e: 2728765**

The verification was carried out in accordance with the Qatar Petroleum Accounting and Reporting Procedure for RLC Greenhouse Gas Emissions. It is confirmed that the data has been examined and was found to be free from material mis-statement according to the QP Procedure.

Rules etc of the Reporting Programme:

A) QP GHG Reporting Procedure Rev 0 dated 13/05/2010  
B) Commission Decision of 18/07/07 - establishing guidelines for the monitoring and reporting of greenhouse gas emissions pursuant to Directive 2003/87/EC (as amended)  
C) IPCC 2006 Guidelines for National GHG Inventories, Chapter 2, Table 2.2 to 2.10 in relation to default emissions factors for CH<sub>4</sub> and N<sub>2</sub>O

Signed on behalf of Kiwa Ltd



**Mark Crowther – Authorised Signatory**  
**09 June 2016**

Accredited to ISO 14065:2013 to provide greenhouse gas verification

Page 1 of 1





Ernst & Young  
P.O. Box: 136  
27<sup>th</sup> Floor, Nation Tower 2  
Abu Dhabi Corniche  
Abu Dhabi, United Arab Emirates

Tel: +971 2 417 4400  
Fax: +971 2 627 3383  
abudhabi@ae.ey.com  
ey.com/mena

### **INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF DOLPHIN ENERGY LIMITED (LIMITED LIABILITY COMPANY)**

#### **Report on the Financial Statements**

We have audited the accompanying financial statements of Dolphin Energy Limited (the "Company"), which comprise the statement of financial position as at 31 December 2015 and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 31 December 2015, and a summary of significant accounting policies and other explanatory information.

#### *Management's responsibility for the financial statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and in compliance with the applicable provisions of the UAE Federal Law No. (2) of 2015, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



## *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of 31 December 2015 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

## *Other matter*

The financial statements of the Company for the year ended 31 December 2014 were audited by another auditor who expressed an unmodified opinion on these financial statements on 19 March 2015.

## **Report on Other Legal and Regulatory Requirements**

Further, as required by the UAE Federal Law No. (2) of 2015, we report that:

- i) we have obtained all the information and explanations we considered necessary for the purposes of our audit;
- ii) the financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Law No. (2) of 2015, and the Articles of Association of the Company;
- iii) the Company has maintained proper books of account;
- iv) the financial information included in the Directors' report is consistent with the books of account and records of the Company;
- v) based on the information that has been made available to us, the Company has not purchased or invested in any shares or stocks during the year ended 31 December 2015;
- vi) note 11 reflects the disclosures relating to related party transactions and the terms under which they were conducted; and
- vii) note 8 reflects the disclosure relating to social contributions made during the year; and
- vii) based on the information that has been made available to us nothing has come to our attention which causes us to believe that the Company has contravened, during the financial year ended 31 December 2015, any of the applicable provisions of the UAE Federal Law No. (2) of 2015 or of its Articles of Association which would materially affect its activities or its financial position as at 31 December 2015.

Signed by:  
Mohammad Mobin Khan  
Partner  
Ernst & Young  
Registration No 532

14 March 2016  
Abu Dhabi



# Appendix

## F – Acronyms and Glossary

<b>ADAA</b>	Abu Dhabi Accountability Authority
<b>ADESCO</b>	Abu Dhabi Emergency Support Committee for Offshore Operators
<b>ADNOC</b>	Abu Dhabi National Oil Company
<b>ADSF</b>	Abu Dhabi Science Festival
<b>ADSG</b>	Abu Dhabi Sustainability Group
<b>ADWEC</b>	Abu Dhabi Water and Electricity Company
<b>AGRU</b>	Acid Gas Removal Unit
<b>AHU</b>	Air Handling Unit
<b>AOD</b>	Action on Diabetes
<b>API</b>	American Petroleum Institute
<b>Bbl</b>	Barrels
<b>Bbtu</b>	Billion British Thermal Unit
<b>BCM</b>	Business Continuity Management
<b>BCMS</b>	Business Continuity Management System
<b>Bscf</b>	Billion standard cubic feet
<b>BVS</b>	Block Valve Station
<b>CAMS</b>	Competency Assurance Management System
<b>CATS</b>	Corporate Action Tracking System
<b>CBC</b>	Code of Business Conduct
<b>CEMS</b>	Continuous Emissions Monitoring System
<b>CEO</b>	Chief Executive Officer
<b>CO<sub>2</sub>e</b>	Carbon Dioxide Equivalent
<b>COP</b>	Community Outreach Program
<b>DGs</b>	Down-Graded Situations
<b>DM</b>	During Mobilization
<b>DPSA</b>	Development and Production Sharing Agreement
<b>DUSUP</b>	Dubai Supply Authority
<b>DWE</b>	During Work Execution
<b>EAD</b>	Environment Agency – Abu Dhabi
<b>EEG</b>	Emirates Environmental Group
<b>EGC</b>	Export Gas Compressor
<b>EHSMS</b>	Environment, Health and Safety Management System
<b>EIA</b>	Environmental Impact Assessment
<b>EMS</b>	Environmental Management System
<b>EPRS</b>	Emergency Pipeline Repair System
<b>ERM</b>	Enterprise Risk Management
<b>EU</b>	European Union
<b>EWS</b>	Emirates Wildlife Society
<b>FEM</b>	Fugitive Emissions Monitoring
<b>FEWA</b>	Federal Electricity and Water Authority
<b>FLP</b>	Future Leaders Program

<b>GASCO</b>	Abu Dhabi Gas Industries Ltd
<b>GHG</b>	Greenhouse Gas
<b>GJ</b>	Gigajoules
<b>GRE</b>	Glass Reinforced Epoxy
<b>GRI</b>	Global Reporting Initiative
<b>HR</b>	Human Resources
<b>HRSG</b>	Heat Recovery Steam Generators
<b>HSE</b>	Health, Safety and Environment
<b>HSE&amp;S</b>	Health, Safety, Environment and Security
<b>IDP</b>	Individual Development Plan
<b>IOGP</b>	International Association of Oil and Gas Producers
<b>IPIECA</b>	The Global Oil and Gas Industry Association for Environmental and Social Issues
<b>ISO</b>	International Organization for Standardization
<b>IVMS</b>	In Vehicle Monitoring System
<b>IWMP</b>	Industrial Water Management Project
<b>Kg</b>	Kilogram
<b>KHI</b>	Kinetic Hydrate Inhibitor
<b>KMS</b>	Knowledge Management System
<b>KPI</b>	Key Performance Indicators
<b>Kt</b>	Kilo Tons
<b>LDAR</b>	Leak Detection and Repair
<b>LoPC</b>	Loss of Primary Containment
<b>LTI</b>	Lost Time Incident
<b>LTSA</b>	Long Term Service Agreement
<b>m<sup>3</sup></b>	Cubic meter
<b>MM</b>	Million
<b>MMscf</b>	Million standard cubic feet
<b>MoE</b>	Qatar Ministry of Environment
<b>MOFC</b>	Management of Facility Change
<b>MOQP</b>	Maersk Oil and Qatar Petroleum Challenge
<b>MWh</b>	Megawatt Hour
<b>NCEMA</b>	National Emergency Crisis and Disaster Management Authority
<b>NESA</b>	National Electronic Security Authority
<b>NO<sub>x</sub></b>	Nitrogen Oxides
<b>OOC</b>	Oman Oil Company
<b>OSH</b>	Occupational Safety and Health
<b>OSHAD</b>	Civil Defense and the Abu Dhabi OSH Center
<b>PIMS</b>	Pipelines Integrity Management System
<b>PMS</b>	Project Management System
<b>PTW</b>	Permit to Work

## Appendix F – Acronyms and Glossary

<b>Q-CERT</b>	Qatar's National Center for Information Security
<b>QEISS</b>	Qatar Energy and Industry Sector Sustainability
<b>QITS</b>	Qatar Independent Technical School
<b>QP</b>	Qatar Petroleum
<b>RAK</b>	Ras Al Khaimah
<b>RATA</b>	Relative Accuracy Test Audit
<b>RLC</b>	Ras Laffan City
<b>RLIC</b>	Ras Laffan Industrial City
<b>RLIC-COP</b>	Ras Laffan Industrial City Community Outreach Program
<b>RLOC</b>	Ras Laffan Olefins Company
<b>RTDB</b>	Real Time Database
<b>SAPIENT</b>	Plant Maintenance Improvement Program
<b>Scf</b>	Standard cubic feet
<b>SCS</b>	Safety Culture Survey
<b>SDGs</b>	Sustainable Development Goals
<b>SEWA</b>	Sharjah Electricity and Water Authority
<b>SO<sub>2</sub></b>	Sulfur Dioxide
<b>SPC</b>	Supreme Petroleum Council
<b>SPF</b>	Single Point Failures
<b>SRU</b>	Sulfur Recovery Unit
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>STG</b>	Steam Turbine Generator
<b>SVS</b>	Sectionalizing Valve Station
<b>SWG</b>	Sustainability Working Group
<b>TRA</b>	Target Risk Analysis
<b>TRIR</b>	Total Recordable Injury Rate
<b>UAE</b>	United Arab Emirates
<b>USD</b>	United States Dollar
<b>VDI</b>	Virtual Desktop Infrastructure
<b>VOC</b>	Volatile Organic Compounds
<b>WATCH</b>	Workplace Activities Targeting Control of Hazards
<b>WCED</b>	World Commission on the Environment and Development
<b>WIMS</b>	Well Integrity Management System
<b>WWF</b>	World Wildlife Fund





## Appendix F – Acronyms and Glossary

<b>Abu Dhabi Sustainability Group</b>	A network consisting of fifteen Abu Dhabi organizations that are committed to introducing sustainability management and reporting practices within their own organizations.
<b>By-product</b>	A secondary or incidental product derived from a manufacturing process.
<b>Climate Change</b>	Describes changes in the variability or average state of the atmosphere over timescales ranging from decades to millions of years.
<b>Condensate</b>	A low-density mixture of hydrocarbon liquids that are present as gaseous components in the raw natural gas produced from many natural gas fields.
<b>Emiratization</b>	A national program initiated by the government of the United Arab Emirates to proactively increase the number of Emirati nationals in the public and private sectors to empower nationals and reduce dependency on foreign workers.
<b>Environmental Management System</b>	The management of environmental programs in a comprehensive, systematic, planned and documented manner. It includes the organizational structure, planning and resources for developing, implementing and maintaining policy for environmental protection.
<b>Ethane</b>	At standard temperature and pressure, ethane is a colorless, odorless gas with chemical formula C <sub>2</sub> H <sub>6</sub> , isolated on an industrial scale from natural gas, and is a by-product of petroleum refining. Its chief use is as petrochemical feedstock for ethylene production.
<b>Flaring</b>	Combusting waste gas released by pressure relief valves during unplanned over-pressuring of plant equipment.
<b>Gas Venting</b>	The release of gas into the atmosphere through a vent pipe leading to the outside air from a gas furnace or other gas-fired equipment for removal of gaseous products of combustion.
<b>Global Reporting Initiative</b>	A long-term multi-stakeholder, international process whose mission is to develop and disseminate globally applicable sustainability reporting guidelines.
<b>Greenhouse Gas Emissions</b>	Gas emissions, which contribute to the trapping of heat inside the atmosphere (resulting in the Global Warming phenomenon). These gases include carbon dioxide, methane or hydrofluorocarbon emissions.
<b>G4 Reporting Guidelines</b>	A framework for reporting on an organization's economic, environmental and social performance, created by the GRI Forum.
<b>Key Performance Indicator</b>	A measure of performance commonly used to help an organization define and evaluate its success, typically in terms of making progress towards its long-term organizational goals.
<b>Natural Gas</b>	A gas consisting primarily of methane. It is associated with fossil fuels, found in coal beds, as methane clathrates, and is created by methanogenic organisms in marshes, bogs, and landfill. It is an important fuel source, a major feedstock for fertilizers, and a potent greenhouse gas.
<b>Occupational Health and Safety</b>	A cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment.
<b>Qatarization</b>	A national program initiated by the government of Qatar to proactively increase the number of Qatari nationals in the public and private sectors to empower nationals and reduce dependency on foreign workers.
<b>Stakeholder Engagement</b>	The process by which a firm's stakeholders engage in dialogue to improve a firm's decision-making and accountability toward sustainable development and achieving the triple bottom line.
<b>Stakeholders</b>	A party that affects or can be affected by the actions of the business.
<b>Sustainability</b>	The definition of sustainability derives from the definition of sustainable development; sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. <sup>1</sup>
<b>Sustainability Reporting</b>	The voluntary public presentation of information about an organization's environmental, social, and economic performance over a time frame, usually released annually. International standards around reporting, such as GRI, make sustainability reporting a platform for sharing and benchmarking an individual company, as well as sector-wide performance. Sustainability reporting may be published as a stand-alone document, on a company website or incorporated into an annual report.

<sup>1</sup> World Commission on the Environment and Development (WCED) 1987

