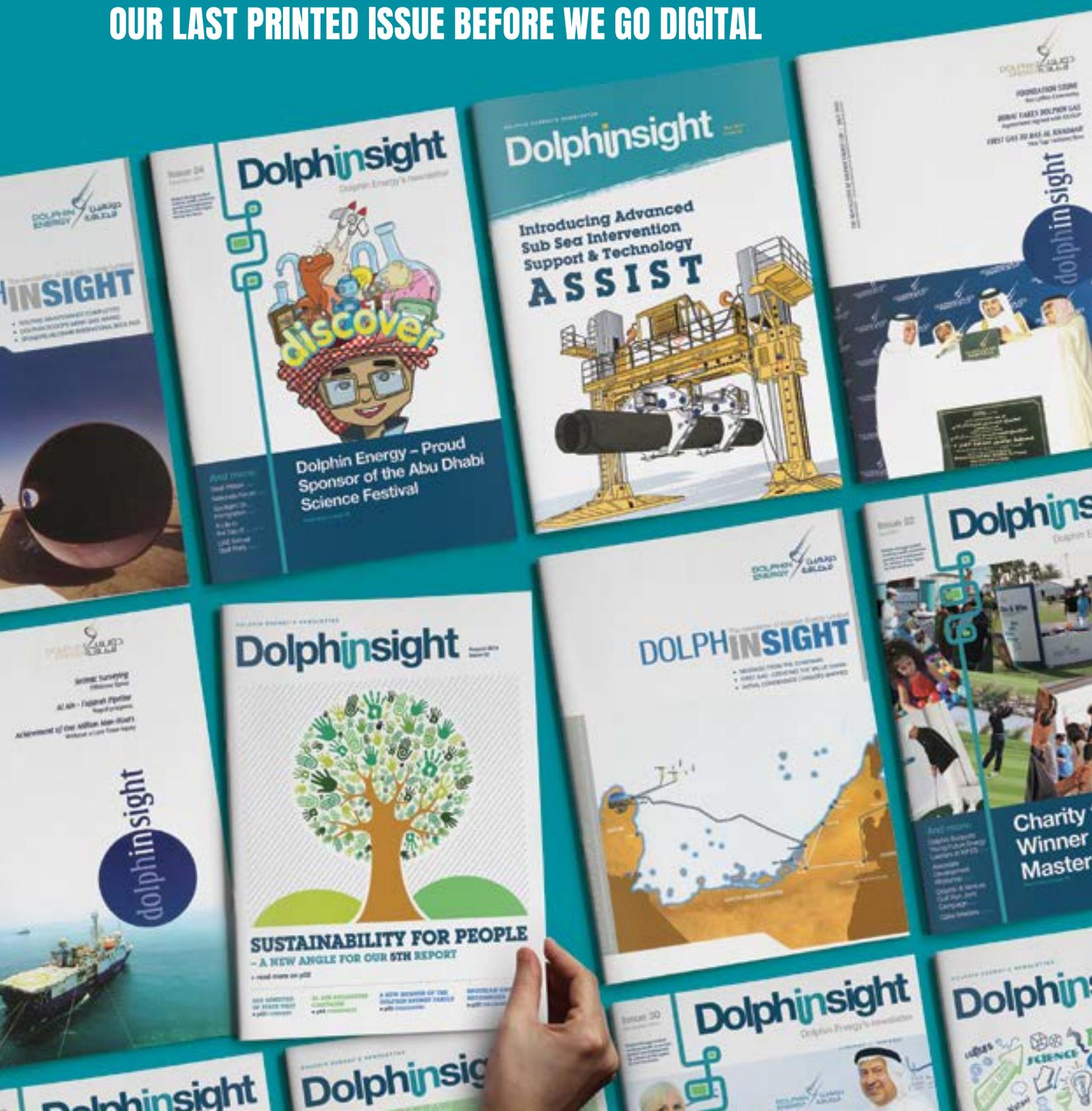


# Dolphinsight

December 2019  
Issue 46

**READY FOR TRANSFORMATION:  
OUR LAST PRINTED ISSUE BEFORE WE GO DIGITAL**



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## Welcome to the last issue of Dolphinsight

While this marks the end of an era, we are very excited about the plans for the newsletter which will take on a new digital platform in 2020.

The Corporate Communications and Public Relations teams have been working on Dolphinsight since its inception in 2002. In that time, we have shared many milestones, celebrated many successes and learnt a lot about our colleagues along the way. The magazine helped us to connect with each other and our communities and offered readers an important insights into the company. While the time has come to embrace newer, innovative ways of communicating news, we will ensure we reflect the spirit of the newsletter that has served the company so well.

In this issue, our Communications Director Mariam Al Badr sheds light about this exciting change and reflects on the role played by Dolphinsight. She also reveals more about our plans for the future which you can read in the Captured section.

We also unveil details of a brand new, long term program that seeks to drive higher standards in quality – Dolphin Energy's Excellence Program (DEEP). We also provide updates on Future Forward, The CORE Project and the 2018 Sustainability Report. We shed light on the world of Internal Audit in our interview with Mohsin Jagani and celebrate an important award win with them. There is plenty of upstream news to share with a look at the 16th Annual Engineering Forum, recognition for contractors and their HSE commitments and a rundown of some internal events that took place at the wonderful AI Fus-ha facility.

Our last issue of Day In the Life portrays the interesting life of our colleague in HSE&S, Brian Davis.

We hope you enjoy the read.

Sincerely,  
**The Dolphinsight Team**

# Dolphin Energy's Excellence Program (DEEP)

Dolphin Energy's Excellence Program (DEEP) was launched in October 2019, with the aim to improve the company's operational excellence and embed quality across all areas of the business.



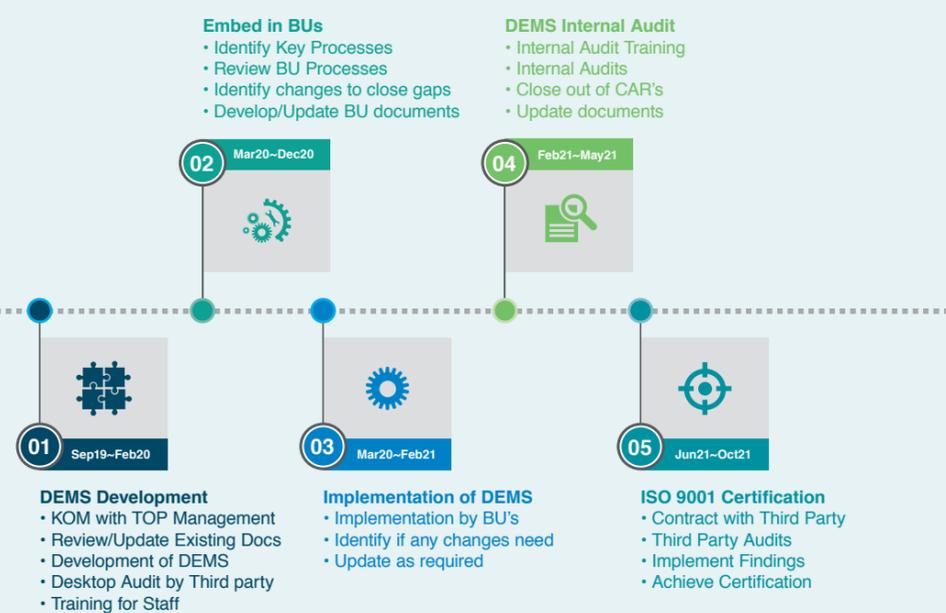
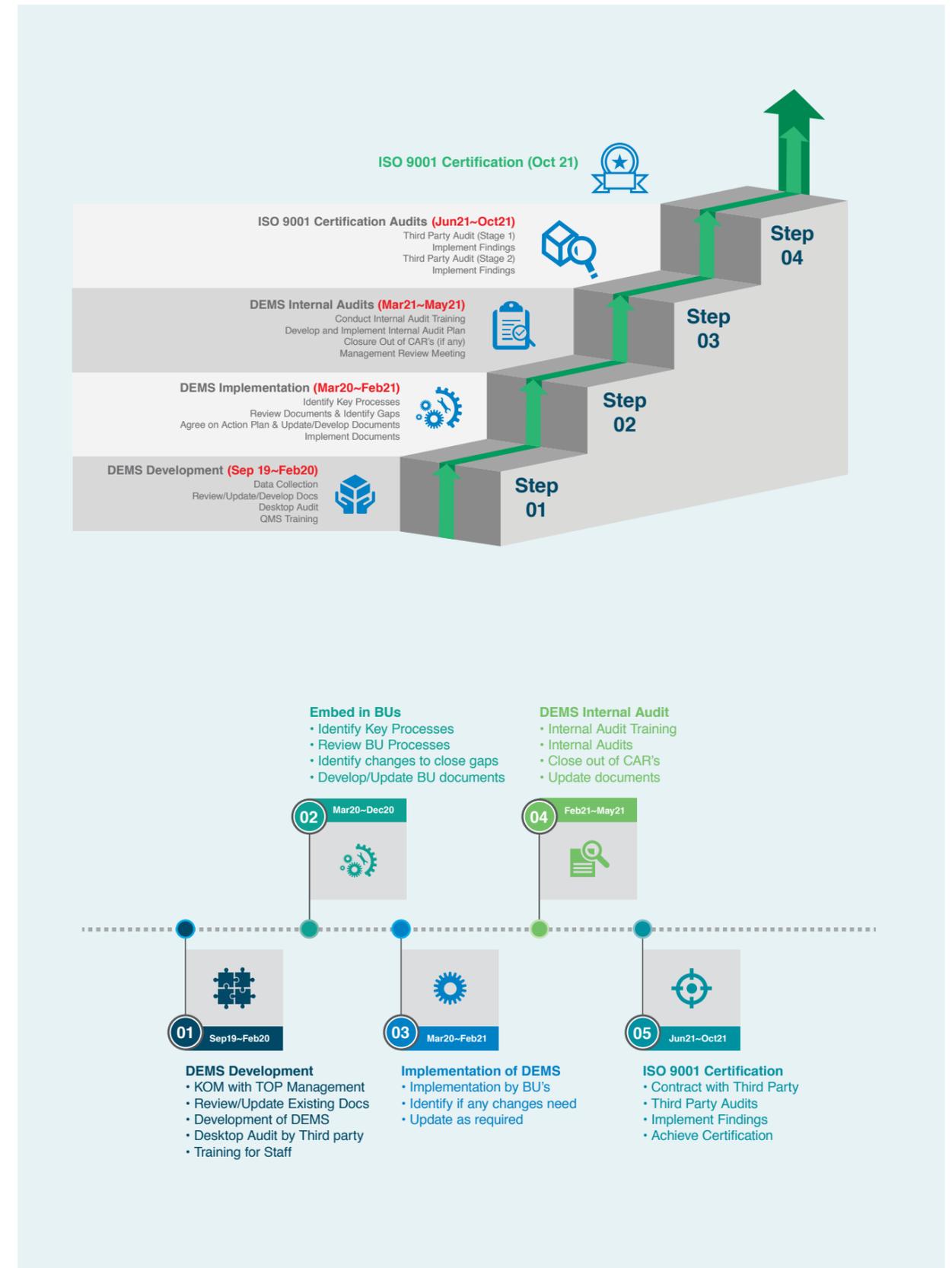
Led by the Corporate Risk and Quality Department, the first phase of the long-term program will manage the redevelopment of Dolphin Energy's Management System (DEMS), upgraded in compliance with the ISO 9001:2015 standard requirements. Achieving ISO 9001 certification by the end of 2021 will complete the first milestone of DEEP.

ISO 9001 is a quality management system standard which details requirements that organizations must meet to consistently deliver world-class products and services. The standard has been used by many organizations, particularly in the oil and gas industry, to validate its processes, prevent quality failures and ensure its business operations are conducted in accordance with international best practices.

"Launching this program reconfirms our position as a leading provider of energy, while consistently meeting and surpassing customer and stakeholder expectations. I strongly emphasize the importance of this excellence program and the role of leadership in ensuring sustained success and business continuity," stated Obaid Al Dhaheri, CEO.

Throughout the timeline of each phase, every step will involve the active participation of key stakeholders to ensure that DEMS is revamped to meet the standard criteria of ISO 9001:2015. "This is a company-wide effort and the success of DEEP rests on all employees, working together to continually improve our business processes," stated Rasheed Al Rasheed, Director – Corporate Risk and Quality.

DEEP compliments other long-term company programs such as The CORE Project. It will ensure that current ways of working are challenged, help enhance our current processes, and collectively build a culture of improvement. "We recognize that excellence is a journey, not a destination, and we look forward to this exciting phase with positive engagement and support from all employees," stated Muhammad Awais, Senior Manager– Quality.



## Dolphin Energy Issues 2018 Sustainability Report

In July, Dolphin Energy issued its 10th annual sustainability report, covering the company's operations and activities for 2018.

The report was developed 'in accordance' with the Global Reporting Initiative (GRI) Standards, reporting in accordance with the Core option, demonstrating continued commitment to leading in the adoption of sustainability management.

Notable achievements for the year include completing the drilling of two of three wells on the DOL-2 production platform, as part of the Reservoir Management Optimization Project; reaching 8 trillion standard cubic feet of natural gas production since operations began and achieving 350 million barrels of condensate production. There was a 14% reduction in flaring intensity, a 10% reduction in volatile organic compound (VOC) emissions and a 17% increase in the amount of waste recycled.

In addition, Dolphin Energy maintained a TRIR less than 1.0 for employees and contractors, kicked off its Integrated Safety Culture Program and held its 11th Annual HSE Contractors Forum that drives commitment to the highest standards of health and safety.

The company also launched a major new digital transformation program, Future Forward, which aims to enhance safety, efficiency and productivity across the company. An initial 16 Projects were identified and launched in support. Furthermore, construction of a dedicated Marine Base facility to house Dolphin Energy's brand new pipeline repair system, ASSIST (Advanced Subsea Intervention & Support Technology), was completed while the company also registered 70% Emiratisation and 28% Qatarization.

In addition, 88% of all procurement spending was awarded to local suppliers. Commenting on the company's performance, our CEO, Mr Obaid Al Dhaheri, said: "This is our tenth annual sustainability report, and as such it reflects the increasing maturity of our processes and systems for managing sustainability performance."

"I am pleased to confirm that we operated safely and successfully in 2018, and we have taken important steps forward with many of our operational plans. Our strategy remains robust, and we are strongly placed to grow and prosper in the years ahead."

"To do so requires the commitment of all our staff, and their dedicated focus on efficiency and innovation. I would like to take this opportunity to record my thanks to everyone who has contributed to our progress to date and I look forward to more success in the future."

More information on the 2018 sustainability report can be found on our company intranet, Dolphin Direct, and [www.dolphinenergy.com](http://www.dolphinenergy.com)



## New Procurement Processes Launched as part of The CORE Project

On October 6th, 2019 a number of changes developed to improve the procurement process were introduced across the company, as part of The CORE Project process improvement program.



Several changes were implemented to support a new approach for the preparation, procurement and approval stages. These will help improve planning and resource allocation and help expedite the procurement and award processes. As a result of these changes, all departments will benefit from faster processing of their procurement requirements for goods and services. The changes are:

### Procurement Preparation Stage

- Increased awareness on Procurement Planning
- Improved scope writing through planned training

### Procurement Stage

- Purchase Requisitions may now be rejected if not compliant
- A new revision to the P&C Manual (Policies & Procedures) has been issued
- Processes such as KPIs, digital signature and tender committee processes have been digitized
- KPIs for procurement stages have been monitored and improved

### Approval Stage

- Unpriced Technical Evaluation of Bids are now approved by the SVP of the respective Business Unit and Director P&C (unless the number of acceptable bids is less than 3 then approval remains with the Tender Committees)
- Financial Delegation of Authority has been revised as follows:

Approving Authority	Previous Threshold	Revised Threshold
P&C	US\$5k to \$100k	US\$5k to US\$200k
TCB	US\$100k to US\$750k	US\$200k to US\$1MM
TCA	Above US\$750k	Above US\$1MM
DPTC	Above US\$750k	Above US\$1MM
Board of Directors	Above US\$2MM	Above US\$4MM
P&C Variations	US\$0	Up to 10% of Latest Approved Commitment & not exceeding \$200k

Commenting on the development, Rasheed Al Rasheed, Project Director for the Process Improvement Program said: "Work to improve the procurement process started in September 2018 with the clear objective to simplify and expedite the procurement cycle. It has been a team effort involving P&C teams Upstream and Downstream. Moving forward, the team will focus on digitizing further processes through e-procurement (ARIBA). Congratulations to the procurement team!"

## Future Forward Launches Early Adopters Program

A brand new Early Adopters Program was launched in October as part of the company's Future Forward Program. Designed to enlist support of the Digital Innovation Ambassadors, the Program focuses on new digital initiatives that will drive an increase in efficiency and effectiveness.

Initially, three key initiatives were identified and launched throughout the last quarter of 2019 – Digital Signatures, e-Incident Management and Talent Management.

Digital Signatures is a cloud based solution that will reduce the number of paper based processes. Manual signatures from multiple authorizers will be collected digitally to increase speed, improve reliability and help save costs.

e-Incident Management offers a new digital platform that will enhance how incidents are recorded and managed. Workflows and reports will be centralized to create a repository making it easier to track and close actions. The new platform will be linked to the Corporate Action Tracking System (CATS).

Talent Management will use renowned SAP 'SuccessFactors' software on a suite of HR functions – learning management system, performance appraisals, recruitment, career planning and compensation. A common reporting platform will be created to enhance efficiency and boost employee engagement.

"Each of these offers a digital solution that will help alleviate some of the more inefficient aspects of the way work is currently done. Those employees directly impacted will experience new, positive changes. They will have more time to focus on other valued aspects of their responsibilities," explained Sean Day, Acting Program Director for Future Forward.

In order to roll the projects out across the company, Digital Ambassadors have been playing an important role in driving each digital initiative forward, helping their teams understand the positive impact each brings, how to implement the new processes and embrace new ways to do things.

"Aside from helping their employees develop new skills and embrace digital change, our Ambassadors are really driving a new digital culture across the company," added Day.

More programs that fall under the banner of the Early Adopters Program will be added throughout 2020.

## Digital Discovery Workshops Held As Part of Future Forward

In June and July, a series of Digital Discovery Workshops were held by Future Forward's Digital Ambassadors. The aim of the workshops was to test findings of a departmental survey that garnered opinions on the support offered by digitization, identify further pain points that could be alleviated by potential, new digital initiatives and develop departmental digital values that underline the role digitization can play across the company.

A total number of 12 workshops were held upstream and downstream over the two month period with a report developed that carried both survey findings and insights gathered at each workshop. The following Digital Ambassadors were involved:

Ambassador Name	Department
Shaima Al Marzouqi	TSD Downstream
Amar Al Khuzaei	HSE&S Corporate
Mohamed Abdelraouf	Marketing & Commercial
Mohammed Javed	Administration Upstream
Mohamed Khalil	Operations Upstream
Ahmed Abdulla	Operations Upstream
Hamad Al Mulla	HR Upstream
Saadi Al Said	Operations Upstream
Shareefa Al Awadhi	Corporate HSE&S Downstream
Hessa Al Ajami	Field HSE Downstream
Walid Yassin	Procurement & Contracts
Amal Al Ashqar	Finance Upstream

"This was a valuable exercise because it not only gathered interesting insights into people's perception on the positive role digitization can play but highlighted some immediate priorities that need addressing," explained Khalid Al Khori, Program Director for Future Forward.

"One such priority is the need to address that there are too many paper based processes. To alleviate this, we plan to put more focus on the Digital Signature platform to fast track implementation and increase user adoption. A program has been put in place that will enlist the support of the Digital Ambassadors as 'early adopters' so that they can support their respective departments as they embrace new digital solutions," added Al Khori.



## Dolphin Energy Participates in the 16th Annual Engineering Forum

In the interests of sharing operational experience, and highlighting challenges and lessons learned, our colleagues from the Technical Services Division Upstream showcased one presentation and one poster at the 16th Annual Engineering Forum, which took place on 9<sup>th</sup> December, 2019 at the Ritz Carlton Hotel.

The presentation and poster complemented the themes highlighted at this year's event - Integrity and Reliability, Optimization and Best Practices and Innovations and Technologies. The presentation and posters were:

### PRESENTATION



**Flaring and Methane Emission Reduction Initiatives**  
by Tapan Mandal

### POSTER



**Benefits of transferring classic OPC to controller peer-to-peer technology**  
by Mohammad Shaheen

Other operators expressed considerable interest in the topics presented by our colleagues, leading to positive feedback and comments. In addition, many of the papers presented by other operators provided important insights for the team.

Dolphin Energy has participated in the forum for the past six years, which offered an excellent opportunity to meet technical representatives from other Ras Laffan operators. The event also provided important exposure to the young national engineers from the company who attended, giving them the chance to learn from others across the oil and gas industry.

## Dolphin Energy Participates in Government Accelerators Project

Dolphin Energy participated in the NOC (Non-Objection Certificate) Government Accelerators Project which took place as part of the UAE Government's effort to establish one centralized NOC digital platform for all infrastructure work related to governmental projects.

The event, which ran from April until the end of June, saw the participation of multiple entities across the UAE – with a total of 26 Service Level Agreements signed during the event ceremony, including an agreement with Dolphin Energy. The aim of centralizing all NOC requests through one digital platform was also to standardize the NOC process for all governmental infrastructure projects to be completed within 14 working days, which would help improve efficiency and the data accuracy of such requests.

Dolphin Energy's NOC portal streamlines and automates all NOC requests. This falls in line with the company's Future Forward Program, which is overseeing the digital transformation of key processes and procedures across the company. Previous NOC permits were issued manually and were paper-based, they will now be centralized into one digital database for easier tracking, monitoring, and data accuracy.

"We are very proud to have taken part in the Government Accelerators Project. Our presence

demonstrated the efforts undertaken to embrace digital transformation and align with other government entities in adopting new, innovative ways of doing business. Our newly digitized NOC process now offers better service to our stakeholders, and allows for a smoother, faster process with enhanced monitoring and tracking solutions," explained Hassan Al Jailani, NOC Section Specialist.

The Government Accelerators Project helped emphasize the integration and synergy between government entities and the private sector across the UAE, with the purpose of driving innovation and ultimately centralizing key government initiatives.

Some of the key participants included: Department of Urban Planning and Municipalities Abu Dhabi, Emirates Electricity & Water Authority, Dubai Municipality, Roads & Transport Authority – Dubai, and Abu Dhabi Transport & Control Company – TRANSCO, as well as the Ministry of Infrastructure Development.



## Dolphin Energy Sponsors QU Career Qualifying Program & Cyber Security Conference

As part of the Cooperation Agreement with Qatar University, Dolphin Energy sponsored for the first time the Career Qualifying Program, which took place between 15th September and 25th November 2019 at the Career Development Centre. The program aims to prepare university graduates for their future career, thereby enhancing the quality of the country's labor force.

Each year, the Career Development Centre conducts a survey to determine the required skills for the labor market upon which a training program is developed.

The program targets 450 students and consists of 12 workshops that focus on fundamental job search and job performance skills. This program is an integral component of the Human Development pillar of the Qatar National Vision 2030.

Dolphin Energy also sponsored the Cyber Security Conference which took place between 27th—31st October, 2019.

Commenting on the company's sponsorship of the International Conference on Cybersecurity Week 2019, Dolphin Energy's General Manager – Qatar, Mr. Hassan Al-Emadi said: "We are very proud to be part of this

important platform which is helping raise awareness of the risks and challenges associated with cyber security. Increased global connectivity and a new, digital landscape means it is vital that we continue to collaborate with others to identify new risks, develop solutions and enhance our resilience against the chances of a cyber-attack."

At the Gala Dinner on 30th October 2019, Mr. Yousif Al Jaber, Director IT Upstream, received the Sponsor's Trophy from Dr. Noora Fetais, Kindi Research Center Director.

Other initiatives the company sponsored this year include: Qatar University 2019 Annual Research Forum and Exhibition, Traffic Safety Ambassadors and Senior Design Contest.



## Dolphin Energy Recognizes Three Contractors for their HSE Commitments

In a move aimed to enhance Dolphin Energy's health, safety and environment (HSE) commitments, the company recognized the achievements of three contractors during the company's Annual Contractors HSE Forum, which took place on 29th October, 2019.

The contractors recognized were: Kaefer LLC, Amwaj Catering Services and Venture Gulf Engineering WLL.

Taking place at the Doha Hilton Hotel, the forum brought together the company's HSE contractors under the theme "Golden Safety Rules". It provided the opportunity to share experiences, learn methods for eliminating accidents, stress the importance of the Golden Safety Rules and encourage contractors to reflect on how their business is performing against the company's HSE model, and maximize employees' ability to achieve high performance without risking their lives and others.

The contractors delivered presentations that focused on Safety Performance with Dolphin Energy Limited, Lessons Learned, Golden Safety Rules Implementation and Areas for Improvement.

Commenting on the forum, Mr. Hassan Al-Emadi, General Manager, Dolphin Energy-Qatar, said: "The forum is part of an effective engagement process we have put in place to help both parties achieve important milestones. Our aim is not only to lead by example, but also work closely with our contractors to build a safe, productive and efficient work environment. Recognizing and rewarding the efforts of our contractors can only encourage these commitments to continue so that we maintain the highest levels of HSE."

The Forum also included an interactive session and was attended by more than 200 participants including representatives.



## CRQ Launches Knowing Quality & Forms Quality Circle



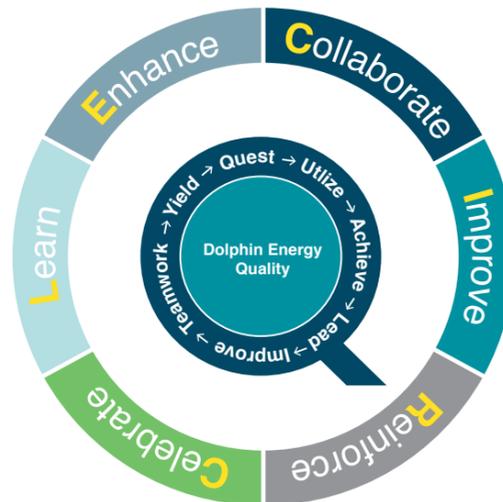
In line with the decision to develop and implement a Quality Management System (QMS) across the organization, the Corporate Risk and Quality Department launched a one-month 'Knowing Quality' campaign in April that aimed to enhance a company-wide commitment to Quality.

A variety of in-house designed posters and videos were developed and published to make the campaign effective and meaningful. These posters and videos were displayed at various prominent locations across the company. In addition, a dedicated section on Dolphin Direct's Homepage was created, which contained a wide range of materials that encouraged employees to embrace and adopt quality in their day-to-day responsibilities.

The section included:

- Quality Policy
- Knowing Quality In a Nutshell
- Role of the Quality Department
- Quality Framework, Values & Principles
- Three Year Roadmap (2019 - 2021)

Commenting on the campaign, Rasheed Al Rasheed, Director Risk and Quality said: "It has been very encouraging to witness the positive contribution of many employees who have been keen to participate and play a role in the journey to excellence. I would like to thank them for their input, the senior management team for their support and Corporate Communications and PR for helping ensure the campaign was a success."



## Quality Circle Formed

In a move that helped cultivate and promote a positive culture across Dolphin Energy, the Corporate Risk and Quality department formed a 'Quality Circle' in May that comprised representatives from the company's business units.

"The Quality Circle provides a platform where Champions collaborate and discuss how to improve business processes and reinforce the quality culture and teamwork so that we can learn and implement best practice. This in turn will enhance our performance and support us in our journey to excellence," explained Muhammad Awais, Senior Manager Quality.

The Circle convenes every quarter to review and discuss developments and will also play an important role in supporting DEEP, Dolphin Energy's Excellence Program.

## Energy Insight Webinar

The Marketing and Commercial Division organized an internal lecture 'Energy Market Insight Webinar' that was held at the company's premises on Tuesday 1st October, 2019.



Attended by our employees, the session was facilitated by two representatives from the renowned energy consultant Facts Global Energy who shared their views on the critical developments affecting the global oil and gas markets.

The main highlights of the lecture included:

- Gaining in-depth knowledge on different oil and gas chains
- Understanding the major drivers behind current oil market values (movements, benchmarks, and future market value)
- Sharing and discussing major developments across gas and LNG (supply / demand)
- Focusing on emerging markets in Asia and the Middle East

The session concluded with an in-depth discussion on the future outlook of the oil and gas markets, where employees had the opportunity to ask questions and debate on the future of both industries.

"The attendance and participation of our employees helped create great energy in the room. We plan to arrange this lecture every year so that it becomes a regular feature of our Knowledge Series. This will help ensure employees are up to date with all major developments in the global energy market," stated Ajjan Al Qubaisi, SVP Marketing & Commercial.

## Offshore Celebrations in 2019

**In 2019, the Offshore Department celebrated World Day for Safety and the achievement of One Year Zero LTI Operations at RMOP DOL-2.**

Mr. Hassan Al-Emadi, our GM-Qatar, and other senior representatives from Total and Nobel Houston paid a visit to the Nobel Houston rig, which was stationed next to our DOL-2 production platform.

In his welcome address, Mr. Al-Emadi highlighted the importance of adhering to the company's HSE procedures and adopting the culture of safety at all times. Mr. Al-Emadi then handed out plaques of appreciation to Noble Houston and Total representatives as well as to Dolphin Energy's Offshore Operations team. The celebration concluded with a tour on the rig floor.

Mr. Al-Emadi also visited the dynamic positioning vessel Halul-43 at Ras Laffan Port. The visit started with a safety induction, and then an overview presentation on the performance of the vessel, from utilization to present day.

Mr. Al-Emadi was accompanied by Mr. Ali Al Rahbi, COO, Mr. Othman Al Yafei, Senior Manager - Offshore Operations, and Mr. Hamad Al Marri, Director HSE.

Moreover, the Upstream Operations division celebrated the safe and successful Well Logging Campaign at DOL-1, wherein the wells were drifted and logged for integrity and production purposes. The event took place at the 9th Floor, Al Fus-ha area, Dolphin Energy Tower and was attended by Ali Alrahbi, COO-Upstream; Saadi Al-Said, Director Operations Planning & Performance; Upstream Offshore; Reservoir teams; and representatives from Schlumberger and Halliburton.



## Yes to Healthy Lifestyle Week

**24th, Dolphin From October 20th until October 24th, Dolphin Energy dedicated five working days to an event called #YesToHealthyLifestyle. Taking place in Al Fus-ha for male employees and on the 21<sup>st</sup> floor for the female employees, this unique program aimed to provide essential skills, self-improvement tips and advice to achieve health improvement, wellbeing and happiness through self-management.**

Jointly organized by the HSE&S division and Public Relations department, the event focused on encouraging employees to embrace a healthy lifestyle at all times, not just at work but by engaging in different healthy activities every day throughout the week.

The five-day program included Yoga - Pranayama & Asana Practice (Part 1&2), Healthy Nutrition, Personal Wellness, Meditation & Mindfulness, and a Wellness Workshop. Separate sessions were planned for both female and male employees.

**Since opening, the Al Fus-ha area has held a variety of fun activities, important events and gatherings throughout the year. Many Upstream departments have taken the opportunity to book the area to organize their events.**

One such fun event that took place on 26th June was the Table Tennis Tournament, where the participants organized friendly single and double matches. Among the single players was Mr. Hassan Al Emadi, our GM-Qatar, who delivered the awards to the winners.

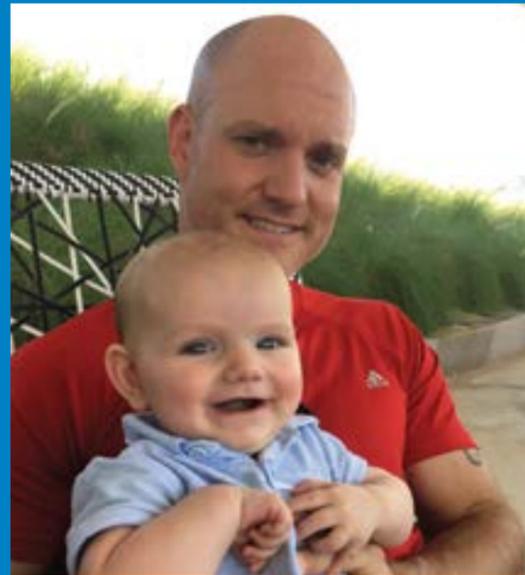
Many other activities have taken place such as a live cooking demo of healthy food as well as introducing employees to 'Rawfinery' snacks and enjoying yoga.

Al Fus-ha also hosted the Dolphin Energy Ice-Cream Day in July as well as a delightful Eid gathering that was held on the first working day back after the Eid Holiday.

## Al Fus-ha Events and Gatherings



## A Day in the Life of Brian Davis



### I Do

**I first started working with Dolphin Energy in April 2018 as the Business Continuity and Emergency Management Specialist for Corporate HSE&S based in the head office in Abu Dhabi.**

I immediately felt at home with the warm and welcoming atmosphere of my colleagues and everyone was supportive and willing to engage in helping me get up to speed.

One of the most rewarding parts of my work is that I have the opportunity to engage at all levels of the organization, meeting fascinating people from many diverse backgrounds, and visiting many of the key operating sites.

Although this can be overwhelming, as trying to understand all the intricacies of the company can be complex, I thoroughly enjoy the challenge. Learning how the individual parts of our company function really helps to understand what is needed if and when things go horribly wrong!

### I Am

**I have spent the last 20 years working in the field of Emergency Management and Business Continuity. Apart from a brief spell within the aviation sector, the majority of that time has been spent working within the energy industry.**



I am from the Republic of Ireland and when I was 18 I relocated to the UK to study at university where I graduated with a degree in International Disaster and Engineering Management. I spent a few years working in Aberdeen, Scotland, supporting a variety of oil and gas companies, but then had the very fortunate opportunity to take my work across the globe from Europe to Far East Asia (and everything in between!). During this time, I was exposed to a huge variety of different working practices, operating philosophies and organizational cultures.

It was also amazing to see so many operations managing to thrive in some extreme environments from remote jungles to frozen Artic waters. During all of this, I also managed to become very happily married and together with my wife produce four amazing (yet always exhausting!) children. My children were all born in various locations, in the UAE, Malaysia and Qatar so this can make some interesting debates when deciding which sport team to support! Other than trying to spend as much time with my family as possible, I enjoy keeping as fit and active as possible and take part in local fitness competitions.



### I Aspire

**Fundamentally, my work involves looking at what major events could threaten our business, and then work with various personnel to ensure we are appropriately prepared to react to these events. Working in so many diverse locations has been such a great learning experience that I now firmly believe that 'travel makes the world feel smaller' and we all have much more that unites us than divides us. So, my ongoing aspiration is to attempt to break down unnecessary barriers and help our organization function collectively as the most efficient and effective team possible in the face of any major event/crisis.**

## Interview with Mohsin Jagani

**Internal Audit Team Receives Recognition from the Institute of Internal Auditors**



Following news that Dolphin Energy's Internal Audit team received recognition from the Institute of Internal Auditors, Dolphinsight caught up with Mohsin Jagani, Chief Internal Audit, to learn more.

### 1. Why is this award important?

First, because it marks the culmination of a lot of effort spent getting us to a position where we could apply for the award. Our journey started by implementing a Quality Assurance and Improvement Program (QAIP).

This enabled an evaluation of our conformance with the Definition of Internal Auditing and the International Standards for the Professional Practice of Internal Auditing (Standards). It also tested if we were applying a recognized Code of Ethics, assessed our efficiency and effectiveness and whether we took opportunities to improve our performance.

With the backing of our management team and shareholders, in particular Mubadala, we undertook this rigorous self-assessment. We then invited the Institute of Internal Auditors (IIA) to validate the results and received the prestigious award of Generally Conformance, demonstrating our conformance to the IIA standards and practices.

### 2. In addition to the award win, what are some of the other key milestones or achievements for Internal Audit during the last year?

We completed the approved audit plan within the budget allocated and all of our audit observations and recommendations were duly accepted by our management team. Some of these audit recommendations have also been integrated into The CORE Project Process Improvement Program.

### 3. What are your biggest challenges when it comes to auditing at Dolphin Energy?

When I joined the company in 2016, there were a number of challenges that needed addressing. The methodologies used were inadequate while there was a general wariness of Internal Audit which needed looking at.

The support provided by the management team, our shareholders and the cooperation and positive spirit of employees has helped overcome these challenges. Today, we have a strong internal audit team in place, using the right methodologies, and processes.

This has strengthened our governance. Also, perceptions have changed thanks to increased engagement with the business and by developing recommendations that have added value and enhanced the control environment across the company.

### 4. What are some of the common misconceptions about auditing?

The common misconceptions are that Internal Audit is a corporate police force, run by accountants with limited or no technical knowledge. Also, that we just use standard checklists so that we can audit the same things the same way, every time.

### 5. How do you address this?

To address the misconceptions, we make sure we understand management expectations of Internal Auditing. We hold Internal Audit awareness sessions and we engage in detailed discussions on the scope of an audit with the business heads before finalizing the program. In addition, we allocate the appropriate technical resources and subject matter experts for our audits.

We provide specific, practical and constructive value added recommendations to demonstrate we are more of a business partner rather than a corporate police force. Last, we always ask for feedback from the business unit after every audit to continuously improve.

### 6. From your perspective, what drives success for Internal Audit?

First, by having the right team in place and highly dedicated and bright individuals like Noora Al Hammadi is a main factor in our success. Other contributing factors include:

- Strong support from our MD, CEO, GM Qatar and the entire management team
- An effective governance structure and mechanism
- Effective and transparent communication with our stakeholders - shareholders, Senior Management and employees
- Maintaining our independence and objectivity
- Compliance to IIA standards and practices

### 7. What's next for Internal Audit?

For 2020 and beyond, Internal Audit will continue to strive and mature in all facets so that it stays relevant while always adding value to Dolphin Energy.

## COP Successfully Completes Sharq Garden and Al Thakhira Walkway

As part of the ongoing co-operation between the Ras Laffan Community Outreach Program (COP) and the municipalities of the Northern communities, two projects - the Sharq Garden and Al Thakhira Walkway - were completed in September 2019.

### برنامج راس لفان للتواصل الاجتماعي Ras Laffan Industrial City Community Outreach Program



Spreading over 4,841 m<sup>2</sup>, the Sharq Garden is equipped with an automated irrigation network to water a green space of 3,500 m<sup>2</sup>. In addition, flowers have been planted in three areas along with various types of plants and 16 Sedr trees. Inside the park, there is a walkway which also includes a large car parking space.

Al Thakhira Walkway overlooks the beach, stretches for 1,800 meters and has a width of 3 meters. It also boasts a 2,000 meter cycling track.

In addition, there are 93 lamp posts that run on solar energy. Sixty wooden seats are available to use along the walkway in addition to a 1,250 m<sup>2</sup> kids' play area.

The COP program supports several cultural, educational, health, environmental, security and safety initiatives, and provides direct support for local programs in cooperation with community cultural clubs, youth centers, and women's associations. Members from the senior management team distributed certificates and wished them a bright future.

# CAPTURED

## INTERVIEW WITH **Mariam Al Badr** Director Corporate Communications



As we bid farewell to Dolphinsight, we caught up with Mariam Al Badr, Director Corporate Communications to talk about the new exciting plans for the newsletter and how digitization is providing opportunities to introduce new ways to communicate with the company's employees.

### **How do you assess Dolphinsight's contribution to the company?**

First, it is important to say the newsletter has served the company well – it has informed us, educated us and entertained us. It brought us together at important moments, allowed us to share our successes and given us special insights on colleagues and developments related to the Project.

Over the last 16 years and 46 issues, Dolphinsight has offered a window into the workings of the company – it helped to define our corporate culture. I will miss it, but the time is right to offer something new.

### **What are the plans for Dolphinsight?**

Well, this is the last issue that will go to print. After issue 46, Dolphinsight will be no more. I have felt for a while that we needed to change our approach to sharing company news. How we consume and digest news has shifted. The transformation of technology and the emergence of digital has contributed to this and we need to embrace change so that our staff stays informed.

Given that the company is implementing a digital transformation program, the opportunity exists to digitize some of our communication platforms and this is what we're going to do. A new, revamped intranet, Dolphin Direct, offers the perfect environment to do this.

### **Can you elaborate?**

Sure. First, we are going to create an online news portal called 'The Newsroom'. This will carry news on company developments, features about our colleagues and the work we do across the community. News will be posted on an ongoing basis so that it is more timely and relevant. This will mean we will be much more 'up to the minute' which will help us connect with our colleagues across the company.

How we choose to convey the news will be determined by the strength of the information provided – some will be simple infographics, others will be animations while

videos will be developed to support 'big ticket' news. This is another advantage of going digital. It allows us to convey news and messages in new, exciting ways that will help us be much more impactful and interactive.

So much of what we consume now is in visual rather than written form and while there will still be the odd article here and there, we hope this new approach will have the desired results.

### **How will this work in practice?**

Like Dolphinsight, we want employees to drive the agenda and come to us with their news. We will establish a mechanism through which we can be contacted. The team will review the news item and decide how best to reflect the information. We will develop the content and liaise with the employee to get the content out. The rest of the company will be informed a new item has been sent to The Newsroom through a desktop pop up.

In addition, we will also create and share content based on a known and sustained calendar of activity – conferences and exhibitions, community events, the annual sustainability report and quarterly updates on important company campaigns. We know when these will take place so it will help us plan and issue content, again in a timely manner.

In time, we hope to introduce a more interactive response based service, where colleagues can post comments on what they've read and ask questions and seek more information should they require it.

### **How can employees reach the team to discuss their story ideas and news?**

They can come to anyone in the Corporate Communications or PR team to discuss their ideas and suggestions further. This is an exciting time for us and we're looking forward to making a strong impact with this new approach.