

DOLPHIN
ENERGY



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POWERED BY PERFORMANCE

Sustainability Report

2013



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Dolphin Energy Limited is proud to present its fifth annual sustainability report, covering the calendar year 2013. In preparing this report, Dolphin Energy used the Global Reporting Initiative (GRI) G3.1 Guidelines, GRI Oil and Gas Sector Supplement, the Global Oil and Gas Industry Association for Environmental and Social Issues (IPIECA/API/OGP) Voluntary Reporting Guidelines, and the Qatar Energy and Industry Sector Sustainable Development Industry Reporting (SDIR) Guidelines. Dolphin Energy declares this report to meet GRI G3.1 Application Level A, and Appendix E contains a statement from the GRI confirming the A-level application. A GRI, IPIECA/API and SDIR Index is located in Appendix B.



I hope you enjoy reading this report. Please give us your feedback by using the QR code or visit www.dolphinenergy.com/sustainability-feedback

All it Takes is Positive Energy to

1 Lead in the Adoption of Sustainability Management

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

2 Put Our People First

Dolphin Energy's growth and successful performance depends on the support of its employees. We are determined to earn that support by keeping them safe, investing in their development, offering competitive compensation, and cultivating a respectful, inclusive workplace.

3 Operate with Excellence

We are continuously looking for ways to meet the region's growing energy needs by investing in reliable and efficient operations that deliver increased profitability and high customer satisfaction. Operational excellence is also how we become a more environmentally and socially sustainable energy company.

4 Create Value

As a company we seek to create lasting value within the countries in which we operate through creating jobs, developing local talent, and directly contributing to local economic growth through sustainable and responsible supply chain management.

5 Protect the Environment

We strive to go beyond compliance with local environmental regulations to reduce to the minimum practicable any adverse effects of our operations on the environment. We have developed a five-year environmental program to improve our environmental performance.

6 Become a Better Corporate Citizen

As a 'corporate citizen', Dolphin Energy has a responsibility to operate with transparency, accountability and integrity, and to invest in creating shared value for the communities that support its operations.

Our sustainability policy sets out five strategic objectives to focus our approach to sustainability management: we strive to put our people first, operate with excellence, create value, protect the environment, and become a better corporate citizen.

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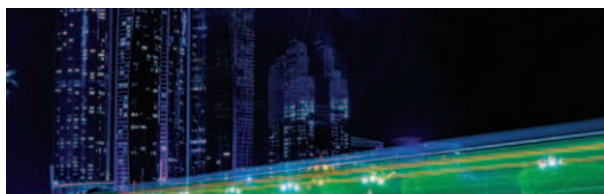
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I am pleased to present Dolphin Energy's fifth annual sustainability report. This report is a window into the progress being made by Dolphin Energy to contribute to the sustainable development of the Gulf Cooperation Council (GCC), through its reliable supply of clean energy.

Under the leadership of the President of the United Arab Emirates and Ruler of the Emirate of Abu Dhabi, H.H. Sheikh Khalifa Bin Zayed Al Nahayan and His Highness Sheikh Tamim Bin Hamad Al Thani, Emir of the State of Qatar, sustainable development is at the center of the national strategies of the UAE and Qatar.

Dolphin Energy directly contributes to these strategies by providing over 2 billion standard cubic feet of gas per day to support the development of new long-term industries throughout the region, creating sustainable wealth, economic growth, and employment opportunities for the citizens of the region, far into the future.

In furthering our commitment to promoting sustainability management and reporting by all organizations across the UAE and Qatar, we have also been actively engaged in the Abu Dhabi Sustainability Group (ADSG) through our continued membership and Qatar's Sustainable Development Industry Reporting (SDIR) Program. ADSG is championing sustainability through cooperation, dialogue and knowledge-sharing across Abu Dhabi's private and public sectors, while the SDIR Program is the cornerstone for advancing the Qatar energy and industry sector's performance and leadership on sustainable development.

The principles and practices of sustainability provide a framework and direction from which Dolphin Energy continues to find new opportunities to amplify excellence within its operations. Moving forward, Dolphin Energy will focus on achieving the goals and commitments outlined in this report to extend the company's success into the future.

Thank you,

Hamdan Bin Zayed Al Nahayan
Chairman



Welcome to Dolphin Energy's 2013 Sustainability Report, a comprehensive account of our efforts to integrate sustainability into our operations.

This year, we have risen to the challenge of further incorporating sustainability into our management system with the development of a sustainability management plan and policy. Our sustainability policy sets out five strategic objectives to focus our approach to sustainability management: we strive to put our people first, operate with excellence, create value, protect the environment, and become a better corporate citizen.

Dolphin Energy's commitment to these objectives is put into action every day by the company's dedicated employees and management team. In order to help raise employee awareness of sustainability and make it part of the company culture, Dolphin Energy offered sustainability awareness sessions to all employees in 2013. The success of these awareness sessions, with 185 participants across all departments, has spurred interest and action from many departments to adopt sustainability principles in their workplace.

In 2013, Dolphin Energy took a number of steps forward in delivering on our commitment to put our people first. We have worked to keep them safe at work and beyond with campaigns encouraging them to 'stop and think' before beginning every job and to raise awareness of safe driving practices. We have increased our recognition of exceptional employee performance, and have provided training to improve the quality of discussion between supervisors and employees.

We have also continued our work to achieve excellence in our operations for our customers, with efforts to expand our gas supply with third-party gas to meet the region's growing energy needs. We have progressed with upgrades to our compression facilities to enhance our processing and transmission capacity. We are developing an emergency pipeline repair system to protect against our biggest potential single point of failure.

We have made great strides in our efforts to create jobs for and develop local talent, breaking the 50% nationalization mark in the UAE this year, and receiving the QP Crystal Award for excellence in support for the training and development of Qatari nationals. In 2013, we developed a five-year environmental program to improve our environmental performance, and achieved a 20% reduction in flaring with the installation of infrared cameras to reduce purge gas for flaring. We have invested in our communities with the expansion of the Be'ati Watani environmental education program and our sponsorship of the inaugural Doha Dash.

Next year will bring focus on the implementation of Dolphin Energy 2020, which will begin to transform our organization and provide the next chapters in the company's remarkable story.

Thank you,

Ibrahim Ahmed Al Ansaari
Chief Executive Officer

Core Operations

2.36 billion

Standard cubic feet (SCF)
raw gas extracted per day

994 million

SCFD to Abu Dhabi Water and
Electricity Company (ADWEC)

2 billion

SCF received per day
and sent to customers

730 million

SCFD to Dubai Supply
Authority (DUSUP)

2 billion

SCF lean gas per day

200 million

SCFD to Oman Oil Company (OOC)

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

Extract	Process and Compress	Transport	Receive	Distribute
DOL1 and DOL2	Ras Laffan Gas Processing and Compression Plant	Export Pipeline	Taweelah Receiving Facility	Onshore pipelines (Fujairah, Al Ain, Maqta, Jebal Ali, Oman)
2.36 billion standard cubic feet (SCF) raw gas extracted per day	2 billion SCF lean gas per day + other by-products (Condensate, LPG, Ethane and Sulfur)	Lean gas sent along the longest 48 inch subsea pipeline in the region	2 billion SCF received per day and sent to customers	994 million SCFD to Abu Dhabi Water and Electricity Company (ADWEC) 730 million SCFD to Dubai Supply Authority (DUSUP) 200 million SCFD to Oman Oil Company (OOC)

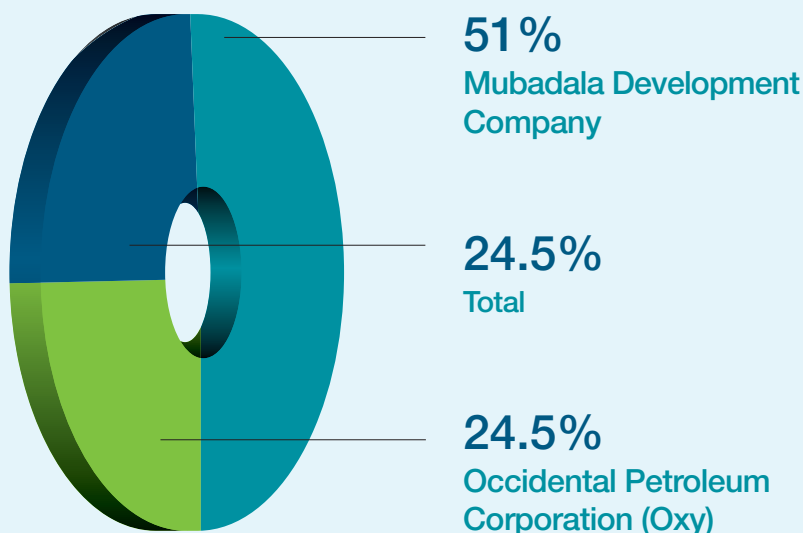
Vision

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.

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.

Owners



Negotiated summer agreements for purchase of Liquefied Natural Gas (LNG) through Dubai for ADWEC, with commercial arrangements for borrowing of gas as needed and storage of the re-gasified gas at DUSUP's facilities

1 billion

Reached one billion barrels of oil equivalent of cumulative gross production

22.64 million

Achieved 22.64 million man hours Lost Time Incident-free in Qatar for employees and contractors

Moved into new Dolphin Energy Headquarters in the UAE

Sponsored inaugural Doha Dash

Tie-in to Central Sulfur Plant in Qatar

0.3%

Achieved MOE Flaring target of 0.3% gas export

Launched e-recruitment portal

20% ↓

Achieved a 20% reduction in flaring

Launched procurement e-registration portal



Conducted a safety awareness workshop in Fujairah to ensure that members of the community in proximity to our gas pipeline network are aware of its hazards and the steps they should take to minimize any risk of injury

Initiated the Spotlight Quarterly newsletter and Relationship Forum meetings for our customers



2013 Awards Received

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

Second runner-up in the Corporate-Non-Governmental Organization (NGO) Collaboration Award at the Annual Arabia CSR Awards, shortlisted from 111 other applications.

To find out more about Dolphin Energy please visit our website at www.dolphinenergy.com

Reporting back on our Sustainability Commitments

In 2013, Dolphin Energy achieved 16 out of 21 commitments made, for a completion rate of 76%. The status of each of these items is summarized at the beginning of each chapter.

Sustainability Performance Summary

Dolphin Energy continues to track and review its sustainability performance in line with its sustainability management policy. A summary of our performance for the past four years is provided below.

	GRI	Unit	2010	2011	2012	2013
Lead in the Adoption of Sustainability Management						
Level of GRI-based Reporting	-----	-	A	A	A	A
Number of Stakeholder Groups Assessing Report	-----	#	3	3	3	4
Put Our People First						
Our Team						
Number of Full-time Employees	LA1	#	1,213	1,247	1,202	1,221
% of Youth (18–30)	LA13	%	22	22	21	23
Health and Safety						
Fatalities	LA7	#	0	0	0	0
TRIR (Total Recordable Injury Rate) for Employees	LA7	#	1.21	0.82	0.32	0.89
LTIR (Lost-Time Incidents Rate) for Employees	LA7	#	0.3	0	0	0.45
Ratio of Corrective-to-Preventive Maintenance – Ras Laffan	2.8	#	1.36	1.41	1.00	0.95
Preventive Maintenance as a Percentage of Total – Taweelah	2.8	%	67.7	69.6	69.0	76.5
Developing our Employees						
Total Training (hours)	LA10	Hrs	42,493	48,353	43,207	40,598
Total Training (cost)	LA10	USD	4,260	5,070	4,480	5,892
Average Hours of Staff Training per Individual	LA10	Hrs	47	42	41	40
Average Cost of Staff Training per Individual	LA10	USD	2,183	4,368	4,215	5,765
Employees Examined via Performance Reviews	LA12	%	100	100	100	100
Employer of Choice						
Employee Satisfaction Index (biennial)	4.16	%	73	No survey	65	No survey
Total Turnover (%)	LA2	%	7	6	8	8
% of Unplanned Turnover (% of workforce)	LA2	%	4	4	6	6
Total Wages and Benefits (thousands) – Qatar	EC9	USD	106,922	125,077	138,812	133,192
Total Wages and Benefits (thousands) – UAE	EC9	USD	39,371	47,644	55,524	56,619
Diversity and Respect						
% of Females – Total Employees	LA13	%	14	14	14	15
% of Females – Management	LA13	%	5.3	9.7	8.7	4.5
Operate with Excellence						
Productivity						
Raw Wet Gas	EN1	MMscf	872,519	862,310	861,391	861,072
Financial Growth						
Fiscal Responsibilities	EC9	%	128	123	127	117
Revenue (millions)	EC1	USD	1,874	2,353	2,570	2,889
Economic Value Distributed (millions)	EC1	USD	1,629	2,195	3,235	2,766
Economic Value Retained (millions)	EC1	USD	245	159	(665)	123
Payments to Providers of Capital (millions)	EC1	USD	465	641	1,414	685
Customer Satisfaction						
Supply Disruptions to Customers	-----	-	0	0	0	1
Customer Satisfaction Rating	PR8	-	6.9	7.9	--	**
TRF Downtime Incidents	-----	-	0	0	1	1

	GRI	Unit	2010	2011	2012	2013
Create Value						
Advancing Development of the National Workforce						
Percentage Emiratization	EC7	%	45	48	49	52
Percentage Qatarization	EC7	%	27	31	32	29
% of Training Hours for National Staff	EC7	%	56	57	60	73
% of Training Cost for National Staff	EC7	%	69	61	57	69
Youth Internships Offered	LA10	#	19	32	28	28
Supporting the Local Economy						
Local Contracting Spending (thousands)	HR2 EC9	USD	402,309	314,253	265,063	336,822
Number of Local Contractors	HR2 EC9	#	792	847	860	806
Protect the Environment						
Emissions						
Flaring – Total Volume Flared	EN20	MMscf	4,554	3,686	3,370	2,713
Onshore Flaring – % of available gas for sale	EN20	%	0.53	0.40	0.36	0.28
Nitrogen Oxide Emissions (Nox)	EN20	Tons	579	742	718	710
Sulfur Dioxide Emissions (SO ₂)	EN20	Tons	257	244	189	92
GHG Emissions	EN16	Tons	3,057,481	2,916,238	2,780,952	2,677,845
Energy Consumption						
Total Electricity	EN6	MWh	105,317	101,552	125,746	151,677
Electricity Generated by Plant	EN6	MWh	431,977	413,827	374,701	375,230
Energy Offset by Plant-Generated Electricity	EN6	GJ	1,555,117	1,489,777	1,348,924	1,350,828
Total Direct Energy Consumption	EN3	GJ	35,106,293	36,256,012	34,744,576	33,826,173
Total Indirect Energy Consumption	EN4	GJ	379,141	365,587	452,686	546,037
Water Management						
Total Water Consumed (000s)	EN8	L	1,243	1,213	1,186	1,038
Recycled Water	EN10	%	13	13	13	14
Product Safety and Responsibility						
Total # of Reportable Spills	EN23	#	1	0	1	1
Total # of Reportable Gas Releases	EN23	#	1	2	0	0
Volume of Spills	EN23	m3	2.0	0.0	8.8	2.1
Amount of Gas Released	EN23	Tons	51	15	0	0
Become a Better Corporate Citizen						
Transparency, Accountability, and Integrity						
Percentage of Independent Directors	4.3	%	89	89	90	89
Percentage of Dolphin Energy's Business Units Analyzed for Corruption	S	%	100	100	100	100
Number of Regulatory Incidents	SO8	#	0	0	0	0
Incidents of Non-Compliance	PR4	#	0	0	0	0
Regulatory Fines paid	PR7	#	0	0	0	0
Supply Chain Responsibility						
TRIR for Contractors	LA7	#	2.76	0.38	0.40	0.23
LTIR for Contractors	LA7	#	2.01	0	0	0
Total HSE&S Audits for Contractors	HR2	#	139	80	116	87
Number of Incidents Involving Human Rights	HR9	#	0	0	0	0
Community Investment						
Amount of Investment in the Community (000s)	S06	USD	3,041	5,528	6,379	4,130

** 2013 Customer Satisfaction Survey will be completed late in 2014. Results will be published in our 2014 report.

Lead in the Adoption of Sustainability Management

2013 Commitments:

- Approve and implement the revised sustainability strategy – Achieved
- Conduct sustainability training sessions at the Abu Dhabi, Taweelah, Doha and Ras Laffan company locations – Achieved

2014 Commitments:

- Conduct company-wide sustainability training sessions building upon the previous year's program
- Conduct a review of quality assurance of all sustainability data to identify opportunities for improvement
- Use Global Reporting Initiative (GRI) G4 guidelines
- Solicit stakeholder input on our materiality assessment



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

What Guides Us

Stakeholder engagement and international, national and sector alignment are all critical components for determining what is most important to Dolphin Energy from a sustainability perspective.

National and Sector Alignment

Qatar and the United Arab Emirates have established long-term visions for national development that are built upon the pillars of social, environmental and economic sustainability. Dolphin Energy has used the following national vision documents to guide the development and review of its corporate strategy and sustainability management policy and plan.

- United Arab Emirates Vision 2021
- Qatar National Vision 2030
- Abu Dhabi Economic Vision 2030
- Qatar National Development Strategy 2011–2016

Qatar Energy and Industry Sector – Sustainable Development Industry Reporting (SDIR) Programme

The SDIR Programme was established by His Excellency the Minister for Energy and Industry in Qatar, with the purpose of enhancing sustainability in the sector. Initially a voluntary initiative in 2010, it is now a mandatory requirement for the top 36 companies in the sector to produce an annual sustainability strategy and report on performance to the Minister. Dolphin Energy has been an active participant in the SDIR Programme since its initiation, having produced a public sustainability report since 2009 and having embedded sustainability into its core business strategy.

An index of Dolphin Energy’s reporting on all SDIR sustainability performance indicators is included in Appendix B. For more information on this Programme, please visit the 2012 sector sustainability report: <http://www.hse-reg-dg.com/qeistr2012/WWW/index.html>

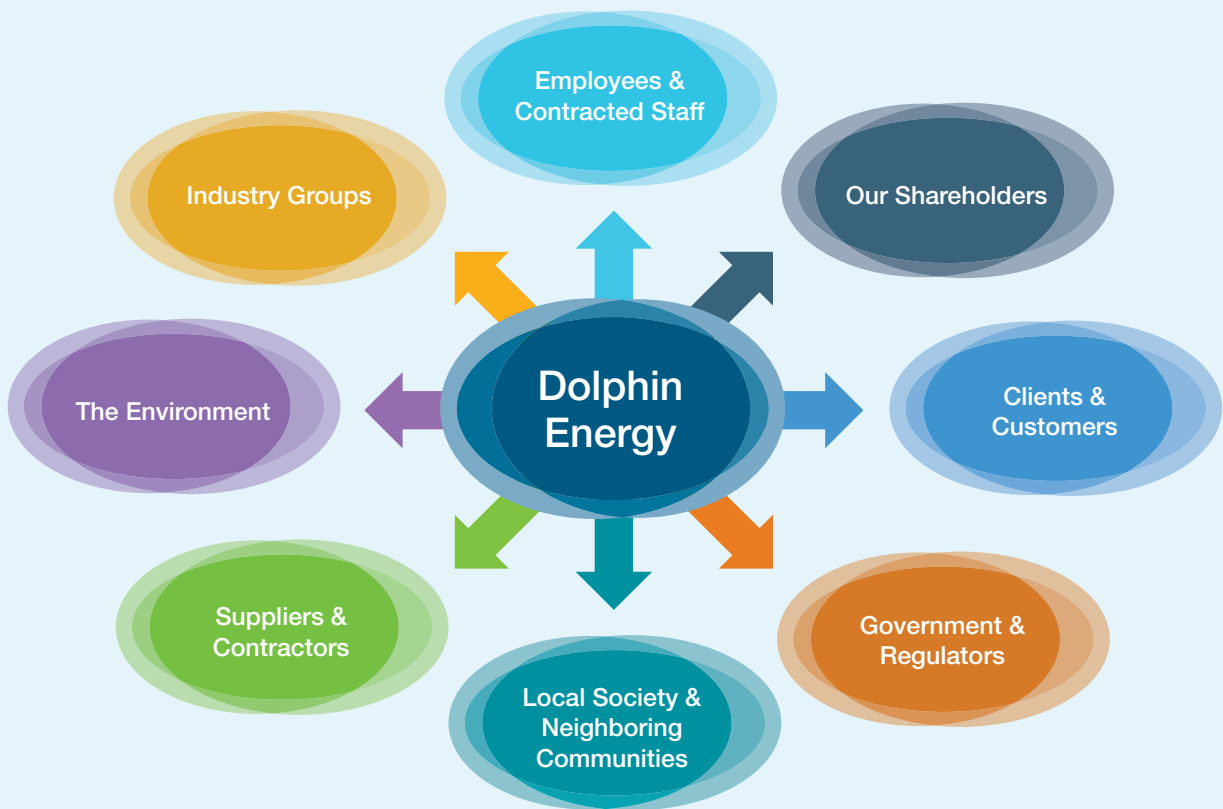
Abu Dhabi Sustainability Group

Dolphin Energy is a founding member of the Abu Dhabi Sustainability Group and continues to collaborate with many of its members while participating in the Group’s activities.

For more information on the AD SG, please visit: <http://www.adsg.ae/SitePages/Welcome.aspx>

Stakeholder Engagement

Dolphin Energy has a diverse collection of stakeholders that can be clustered broadly into eight categories. Given that sustainability is built upon value creation for all stakeholders, Dolphin Energy continues to engage frequently with them in order to better understand their needs and the expectations of the company. Understanding these expectations allows us to determine the most material issues to be managed and reported on. A detailed stakeholder map is contained within our internal Sustainability Management Plan and can also be found in Appendix C.



Level of Materiality	Material Issues	Most Concerned Stakeholders								
Highly Material	Achieving Operational and Financial Targets	■	■	■	■	■	■	■	■	
	Reliable and Efficient Operations			■	■					
	Customer Satisfaction		■	■						
	Health and Safety	■				■				
	Emergency Preparedness	■	■	■		■		■		
	Employee Engagement and Satisfaction	■								
	Nationalization and Job Creation				■	■				
	Protection of the Environment				■	■		■		
	Ethics and Integrity				■		■		■	
	Compliance with Regulations				■					
	Strategic Partnerships		■	■		■				
	Somewhat Material	Accountability and Transparency	■		■	■				
		Adopting Sustainability Management		■		■	■			
Stakeholder Engagement and Communication		■		■		■				
Engagement with the Community						■				
Water Consumption					■	■		■		
Enhancing the Capacity of Employees		■	■							
Employees' Financial Compensation		■	■							
Climate Change and Carbon Emissions Reductions					■			■		
Supporting Industry-wide Initiatives									■	
Waste Management						■		■		
Sustainable Supply Chain							■			
Least Material		Workforce Diversification	■							
		Protecting Local Biodiversity							■	
	Renewable Energy							■		

■ Employees & Contracted Staff
 ■ Our Shareholders
 ■ Clients & Customers
 ■ Government & Regulators
■ Local Society & Neighboring Communities
 ■ Suppliers & Contractors
 ■ The Environment
 ■ Industry Groups

Defining Materiality

A process of materiality determination is used to focus Dolphin Energy’s approach to sustainability management and reporting, ensuring we are managing and reporting on what matters most. Determining sustainability materiality is an ongoing process that continues to incorporate the input of stakeholders, as well as international and national initiatives and guidelines. For 2013, this has included:

- GRI G4 aspects
- GRI Sustainability Topics for Sectors
- GRI Oil and Gas Sector Supplement

- IPIECA Voluntary Reporting Guidelines
- The national visions of Qatar and the UAE
- The Qatar Energy and Industry SDIR Programme focus areas and indicators
- A review of what our international shareholders Total and Oxy are focused on
- Feedback received on the Dolphin Energy 2012 Sustainability Report

The material issues selected reflect our organization’s significant economic, environmental, and social impacts, or they influence substantively the assessments and decisions of stakeholders.

The issues with the highest level of materiality are of greatest importance to both business success and stakeholder expectations. These topics are a major focus of our sustainability management policy and plan, and are clearly reported both internally and externally in our annual sustainability reports. The issues assigned a medium level of materiality represent a range of topics that the business must manage well and report on consistently. The issues given the lowest level of materiality are not currently of major strategic importance to the business or stakeholders and thus will not be a focus for immediate action or extensive reporting.

Managing Sustainability

We continue to strengthen our management of sustainability through the clear definition of roles and responsibilities, as well as the development and management approval of a Sustainability Management Policy and Sustainability Management Plan within the Dolphin Energy Integrated Management System.

Sustainability Strategy

The Dolphin Energy sustainability strategy is its business strategy; they are one and the same. The business plan, which is reviewed and updated annually, has sustainability integrated as part of the corporate strategy, long-term objectives, goals and Key Performance Indicators (KPIs) that guide the business forward.

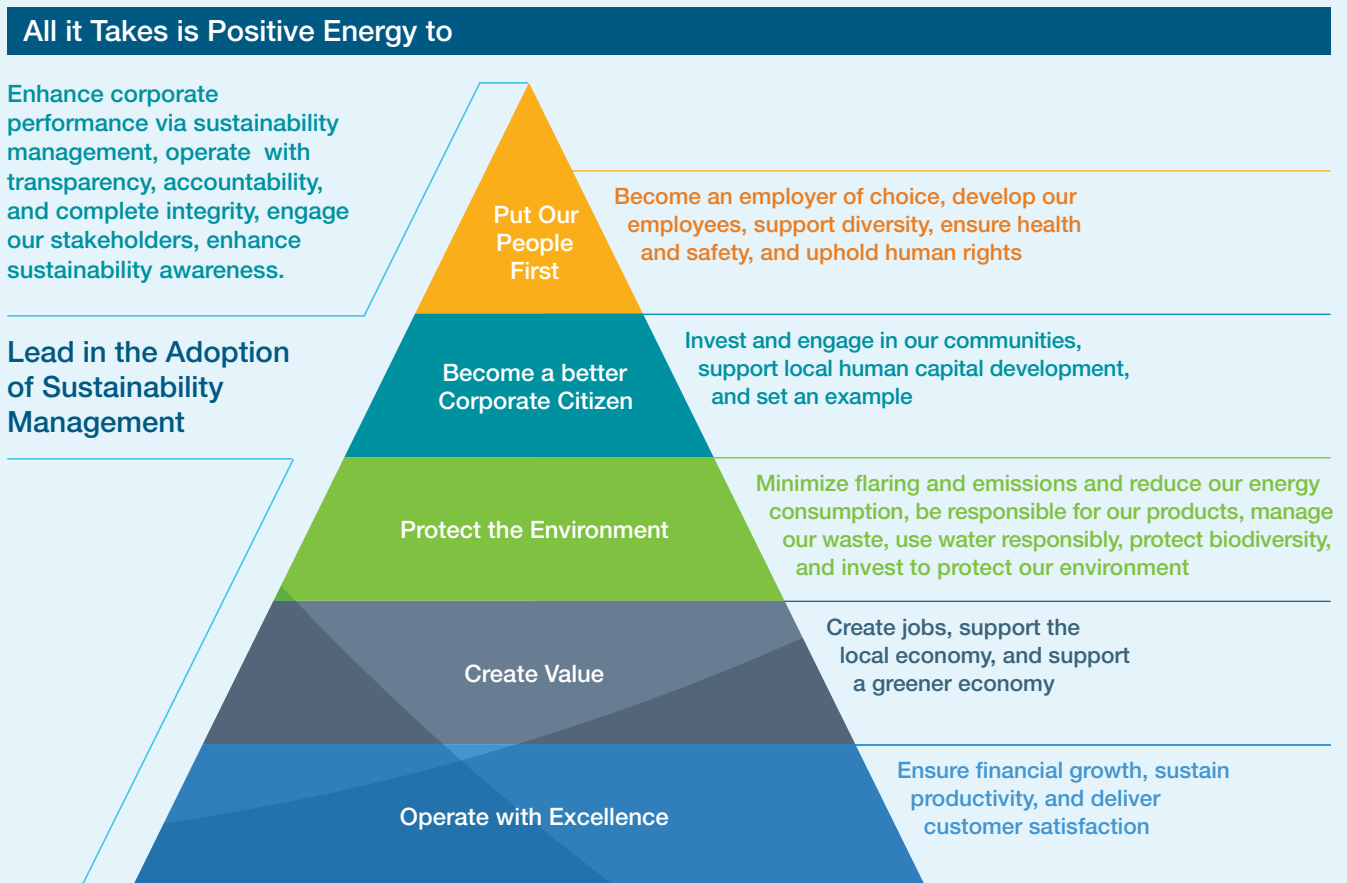
Sustainability goals, initiatives and KPIs are continually monitored and added to the business plan every year by members of the internal Sustainability Working Group (SWG) that has representatives from all departments of the business.

Furthermore, Dolphin Energy has launched 'Dolphin Energy 2020', a project to improve its corporate performance and practices. Dolphin Energy 2020 is driven by the need to ensure a sustainable future for the company, ready to meet future challenges head on by utilizing best-in-class practices and driving long-lasting superior performance, and making Dolphin Energy an attractive place to work for our employees.

At its completion, the project will offer a deeper commitment to sustainability that is driving the agendas of the countries in which we operate.

Sustainability Management Policy

The Sustainability Management Policy captures Dolphin Energy's ultimate sustainability objectives, and provides a structure for the measurement and management of the most material sustainability issues. The sustainability framework below is a visual summary of the policy.



Sustainability Management Plan

Dolphin Energy’s Sustainability Management Plan establishes the basic principles and framework for the continual integration of sustainability across the company. It includes:

- A mapping of the elements that drive sustainability management at Dolphin Energy
- A review of stakeholders and their needs
- The Dolphin Energy materiality matrix
- The 76 Key Performance Indicators (KPIs) for the measurement of sustainability performance
- The governance structure, including the periodic review of sustainability initiatives as well as routine reporting of sustainability performance on a transparent basis

Sustainability Governance

Dolphin Energy’s sustainability governance structure ensures that the company’s Sustainability Management Plan and Policy is implemented with proper oversight and accountability. All management levels within the company have knowledge of and responsibility for the company’s sustainability initiatives and performance. The following table summarizes the levels of governance for Dolphin Energy’s sustainability program.

Building a Culture of Sustainability

Dolphin Energy works to build a culture of sustainability in the UAE and Qatar business communities through its annual sustainability reporting, and to embed sustainability in its company culture by offering sustainability training for all employees.

Sustainability Reporting

Now reporting on its sustainability performance for the fifth year, Dolphin Energy has established itself as a leader in its sector on transparency and accountability. Over the past five years, Dolphin Energy has improved its report coverage, the quality of its data, and its presentation of key performance trends.

Through its reporting, Dolphin Energy seeks to engage its stakeholders, identify key areas for performance improvement, and demonstrate its contribution and alignment with the national strategies and plans of Qatar and the UAE. It also hopes to encourage a culture of sustainability among businesses in the countries in which it operates.

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



Sustainability Awareness Sessions

Sustainability is not just the responsibility of one individual, company, or country: it is a global concern that requires action by everyone in his or her personal life and at work. In order to help raise employee awareness about the concept of sustainability and make it part of the company culture, Dolphin Energy offered sustainability awareness sessions to all employees in 2013.

The training aimed to improve staff awareness on sustainability topics and Dolphin Energy’s performance, to promote a sustainable and socially responsible culture within the company, and to encourage the adoption of sustainable lifestyle choices by Dolphin Energy’s staff. One-hour sessions were offered across all Dolphin Energy’s locations, with 185 employees attending.

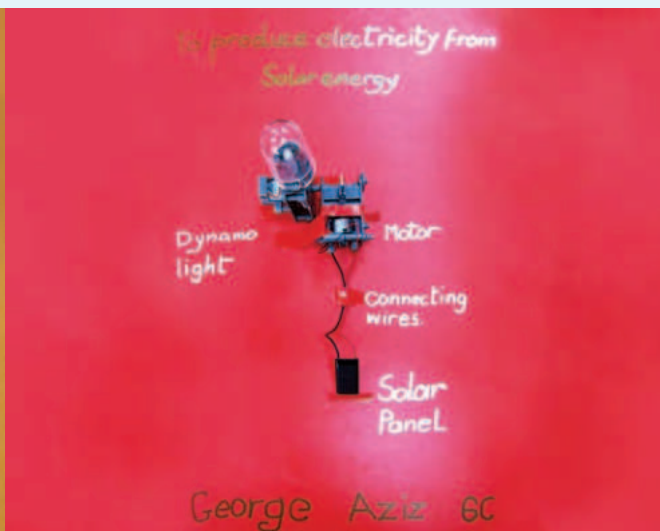
Sustainability Week

Following the launch of the 2012 sustainability report, Dolphin Energy held a ‘Sustainability Week’ to promote awareness and engage employees and their families in the sustainability accomplishments of Dolphin Energy.

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.

A modeling competition was held to engage employees’ children and grandchildren on environmental issues. Participants were instructed to construct a model using only reused and recycled items. The competition was divided into three age groups: ages 5-8 were asked to model an element from the natural environment; ages 9-12 were given the theme of representing their relationship with the natural environment; and ages 13-16 were asked to demonstrate their personal solution for a sustainable future.

Sustainability Week – Children’s modeling competition winners



Put Our People First

Performance highlights:

- Average of 40 hours of training per employee
- 6% unplanned employee turnover rate
- 15% female participation in the workforce

2013 Commitments:

- Continue a full reporting and verification of all Process Safety indicators – Achieved
- Achieve a Total Recordable Injury Rate (TRIR) of 1.29 for employees and contractors – Achieved
- Conduct four HSE network inspection activities throughout the UAE gas network – Achieved
- Conduct four Emergency Response drills: one major drill and three minor drills – Achieved
- Improve the gas network surveillance by enhancing the CCTV monitoring system – Not Achieved

2014 Commitments:

- Implement a High Potential Program
- Conduct a safety culture survey
- Conduct 8 HSE network inspection activities throughout the UAE gas network
- Conduct 1 Crisis Exercise and 8 Major Emergency Exercises
- Roll out a company-wide STOP & THINK Campaign
- Achieve a Total Recordable Injury Rate (TRIR) of 1.1 for employees and contractors



Dolphin Energy’s growth and successful performance depends on the support of its employees. We are determined to earn that support by keeping them safe, investing in their development, offering competitive compensation, and cultivating a respectful, inclusive workplace.

The Dolphin Energy Team

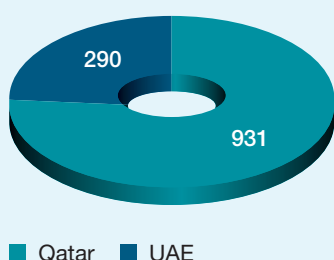
In 2013, Dolphin Energy’s team consisted of 1,221 employees, with 931 full-time employees in Qatar, and 289 full-time and one part-time employee in the UAE. Twelve senior managers and 10 middle managers oversee our 1,199 staff. Among our employees, we count 26 service contractors and 16 secondees from our international partners. With 282 employees between the ages of 18 and 30, almost a quarter of our workforce is made up of young people.

Ensuring Health and Safety

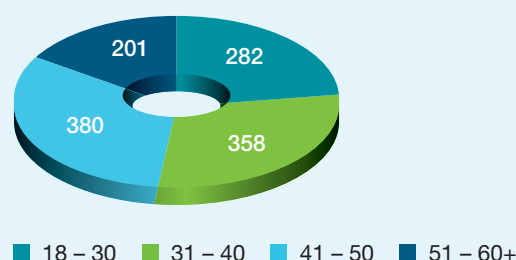
Dolphin Energy is committed to keeping every one of its employees safe at work. Because our activities present a wide variety of risks, we continually review and evolve our health and safety systems, processes and performance to meet the highest international standards. For every type of incident, Dolphin Energy requires the completion of an incident investigation report to identify the root causes of, and contributing factors to, the incident.

Dolphin Energy analyzes the root causes in order to identify leading causes, and subsequently develops suitable controls and mitigations to avoid similar incidents occurring, and assesses lessons learned to provide the necessary awareness to the staff. Dolphin Energy also conducts regular internal audits to ensure compliance with its HSE management system. We thus strive to prevent incidents from occurring. You can read more about our approach to ensuring health and safety on our website: <http://www.dolphinenergy.com/en/40/qhse-and-s/workplace-health-and-safety>

Workforce by Country (2013)



Workforce by Age (2013)



Workforce by Country	2010	2011	2012	2013
Employees				
Qatar	944	969	923	931
UAE	269	278	279	290
Total	1,213	1,247	1,202	1,221

Employment by Level	2010	2011	2012	2013
Senior Management	16	10	10	12
Middle Management	41	62	13	10
Staff	1,109	1,176	1,179	1,199

Employment by Type	2010	2011	2012	2013
Full-time	1213	1248	1202	1221
Standard	1167	1208	1165	1177
Service Contractors	27	22	19	26
Secondees	19	17	15	16
Special Contractors	0	0	0	1
Temporary (part-time)	0	1	3	1

Workforce by Age	2010	2011	2012	2013
18 – 30	270	277	247	282
31 – 40	435	433	393	358
41 – 50	365	367	380	380
51 – 60+	143	171	182	201

Personal Safety

Dolphin Energy ranks workplace safety as one of its top priorities. We strive to make personal and process safety an integral part of our workplace culture – a shared mindset that must be supported and practiced. Given that Dolphin Energy’s 2012 incident trend analysis identified a failure to follow rules and a lack of attention as the two leading causes of incidents, Dolphin Energy implemented a campaign in 2013 to encourage all employees to 'stop and think' before beginning every job in order to act to control any hazards. This campaign will be implemented in 2014 on a much wider scale to cover all Dolphin facilities and offices to ensure proper awareness.

A lack of training was also identified as a leading cause of incidents in 2012; Dolphin Energy therefore created SAFETY passports for its upstream employees. These ID cards contain a record of the HSE training an employee has completed; supervisors will use them to ensure that no task is undertaken without the proper training. In the coming year, we plan to enhance our HSE training procedures to ensure they remain in line with industry best practice. We will also conduct a company-wide safety culture survey to understand better how we can develop an even stronger safety-first mindset.

Our employee lost-time incident rate increased to 0.45 this year with one unfortunate incident when a Taweelah operator took a misstep off a low platform and fractured his ankle. The Upstream sector average for lost-time incident rates was 0.16 in 2012.¹ The recordable injury frequency among Dolphin Energy employees increased from a rate of 0.32 in 2012 to a rate of 0.89 in 2013. The Upstream sector average for total recordable injury rates was 0.43 in 2012.² We continue to seek to eliminate all workplace incidents.

Process Safety and Emergency Preparedness

Dolphin Energy seeks to avoid process accidents and incidents from occurring by focusing on prevention through well-trained employees, rigorously controlled working procedures, vigilance, and ongoing maintenance of equipment. This is coordinated through careful planning and regular risk assessments.

In 2013, Dolphin Energy established Process Safety performance reporting using nine lagging and leading indicators reported on a monthly basis.

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>

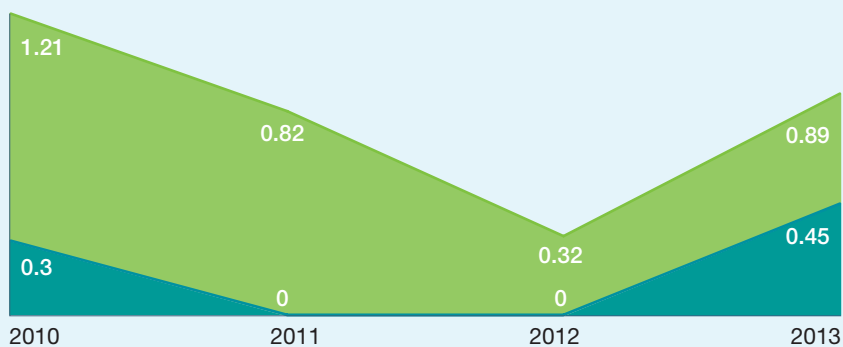
We had two reportable loss-of-containment incidents in 2013; neither resulted in a release to the environment. We define a loss-of-containment according to American National Standards Institute/American Petroleum Institute (ANSI/API) RP Recommended Practice (RP) 754.

In the event that a loss-of-containment incident or other emergency should occur, we are committed to addressing it as quickly and as safely as possible. Dolphin Energy continually strives to ensure a state of preparedness in the event of any emergency or crisis. To that end, we have communicated crisis and emergency management and response plans and procedures across all divisions and departments through training sessions and specialized workshops. The HSE&S division has conducted a series of 'lessons learned' workshops for our Human Resources, Public Relations and Corporate Communications divisions, based on previous exercises and current best industry practice.

¹ Qatar Energy and Industry Sector Sustainability Report 2012 (<http://www.hse-reg-dg.com/qeisir2012/WWW/index.html>)
² Ibid.



Personal Safety



— Lost-Time Incident Rate for Employees
 — Total Recordable Injury Rate for Employees

We continue to ensure the readiness of emergency rooms across Dolphin Energy, and we have carried out regular drills (a total of 18 in 2013) and table-top exercises. Most importantly, we carried out two complex and multi-faceted exercises in the UAE and Qatar, unannounced, and out-of-hours. The exercise in Qatar lasted more than eight hours and involved about 40 responders and 15 role-players, while the exercise in the UAE lasted over six hours, involving 37 responders and 14 role-players. These exercises put Dolphin Energy's readiness for various emergency scenarios to the test. The crisis and emergency management system, as well as facilities and equipment for all response rooms, worked as intended.

Health and Wellbeing

Promoting wellbeing and the adoption of healthy living is another part of Dolphin Energy's commitment to our employees; we know that a healthy employee is a more productive and motivated employee. In 2013, Dolphin Energy continued to conduct health campaigns to spread awareness of healthy eating habits and of risk factors and preventative measures to avoid different types of diseases. We also implemented the Fitness Challenge, a one-month program in the UAE designed to encourage employees to be more physically active. Almost 100 employees competed in teams to score points based on the amount of daily exercise they completed.

Acknowledging that road traffic accidents are a major cause of fatalities in the region, Dolphin Energy has made a commitment to increase awareness of road safety among its employees. As part of our Road Safety Awareness Campaign, we have delivered several awareness sessions, toolbox talks, and practical demonstrations, and published materials on safe driving and vehicle maintenance. All drivers using company vehicles are also required to complete defensive driving training.



Developing Our Employees

Dolphin Energy's employees hold the key to the successful, safe and efficient operation and management of its plants, pipelines and office-based activities. Dolphin Energy continually builds their knowledge and expertise by assessing areas for improvement through performance reviews, and then investing in relevant and targeted employee training and development.

Dolphin Energy uses its core competencies model – a carefully selected collection of knowledge, skills, behaviors and qualities determined to be critical to successful employee performance at the company – as a foundation for training, performance management, selection recruitment and career development.

In 2013, 100% of Dolphin Energy's employees received regular performance reviews for the fourth year in a row.

Dolphin Energy offered an average of 40 hours of training per employee in 2013, 10% more than the sector average of 36.2 hours in Qatar.³

You can find out more about Dolphin Energy's efforts to develop employees on the company website:

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

³ Qatar Energy and Industry Sector Sustainability Report 2012 (<http://www.hse-reg-dg.com/qeistr2012/WWW/index.html>)

Employee Training	2010	2011	2012	2013
Total Training (hours)	42,493	48,353	43,207	40,598
Total Cost of Training (millions USD)	4.26	5.07	4.48	5.89
Average Training Hours per Employee (hrs/employee)	47	42	41	40
Average Training Cost per Employee (USD)	2,183	4,368	4,215	5,765



Dolphin Energy's human capital programs, policies and compensation packages are highly competitive among local and regional employers. Efforts are ongoing to ensure our programs are world-class and support our employees' needs. This makes Dolphin Energy an Employer of Choice.

Ibrahim Ahmed Al Ansaari
CEO

Becoming Employer of Choice

Dolphin Energy's employees determine the company's productivity, level of innovation and integrity. We are therefore committed to becoming a regional 'Employer of Choice'. For Dolphin Energy, that means attracting and retaining the best talent. To achieve this, we offer our employees the chance to be part of a diverse and dynamic team, with unrivaled growth and development opportunities and competitive compensation and benefits.

Communication and Engagement

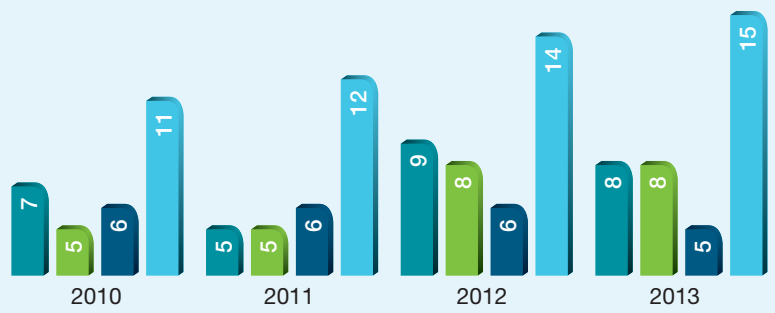
Dolphin Energy recognizes that engaged employees drive exceptional organizational performance, and that employee engagement is central to its goal of achieving 'Employer of Choice' status. We conduct an employee satisfaction survey every two years in order to gauge how well we are meeting employee needs and to identify any concerns. Dolphin Energy initiated a number of efforts in 2013 in response to the 2012 employee satisfaction survey results.

A 'Spot Recognition' program empowers line managers to distribute vouchers to employees 'on the spot', without any approval of upper management, to recognize excellent performance. A mid-year performance review was added to provide an additional platform for performance discussions between supervisor and employee, and to review training that had been completed. Additional training was also provided during 2013 to improve the quality of discussion between supervisors and employees. Finally, additional capability was added to our Talent Management team to enhance access to career advice.

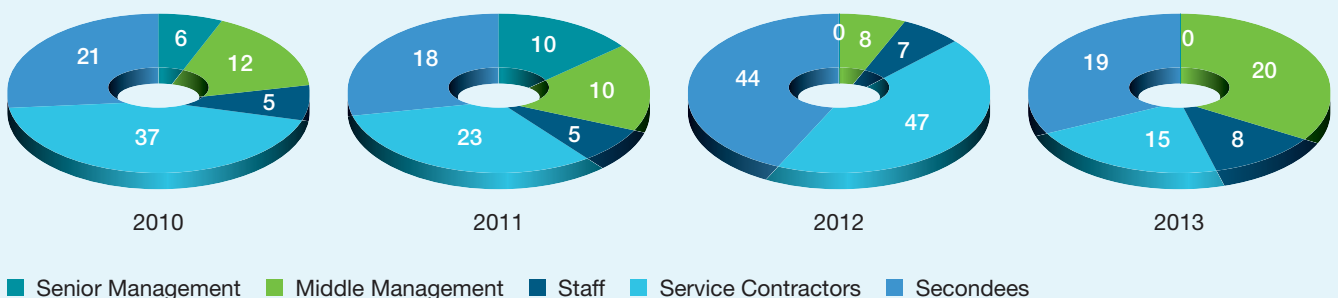
Turnover (%)



Turnover by Age (%)*



Turnover by Level of Employment (%)*



* A change in calculation formula took place in 2013. Now, youth turnover = youth turnover / total number of youth. The same concept has been applied to turnover by other age groups and level of employment. Past years have been revised according to the new formula.

Internal communications tools, such as newsletters, intranet, and management meetings, are continually being evolved to help employees connect more effectively with each other and the organization. Team-building sessions for each department are also conducted frequently. Dolphin Energy also facilitates open communication with its employees through a new employee handbook and its e-performance appraisal system.

In 2013, Dolphin Energy implemented an internal branding campaign to build organizational pride and identity, selecting committed and engaged employees to be 'ambassadors' of Dolphin Energy. The Dolphin Energy Brand Ambassadors implement internal communications campaigns and represent Dolphin Energy at external events.

Dolphin Energy presents awards for long service to the company (at the completion of five and ten years), for outstanding contributions to the company, and to those who have enhanced the levels of quality, health and safety within the company (HSE Champion Awards).

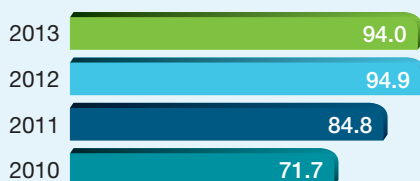
Benefits and Compensation

Dolphin Energy offers competitive salaries and benefits to attract, retain, and reward the best people in the industry. We participate in an annual compensation and benefits survey that allows us to compare our total remuneration package with those of other companies in the region, to ensure we remain competitive.

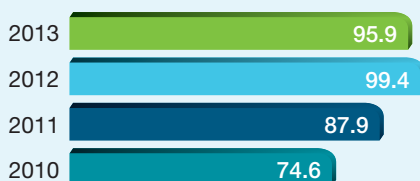
Dolphin Energy recognizes that the relative pay scales of corporations is an issue that has generated much controversy globally, and that expectations are growing to demand increased transparency from all corporations on this front. Dolphin Energy has therefore begun to track and report the annual compensation for its highest-paid employee to the median annual compensation for all employees, as well as the ratio of percentage increase in compensation. The calculation is based upon base salary and excludes other variable pay.

Employee Benefits and Compensation	2010	2011	2012	2013
Salary Amounts Paid (millions USD)	71.7	84.8	94.9	94.0
Qatar	54.2	63.6	69.9	69.0
UAE	17.5	21.2	25.0	25.0
Benefits & Allowances Paid (millions USD)*	74.6	87.9	99.4	95.9
Qatar	52.8	61.5	68.9	64.2
UAE	21.8	26.4	30.5	31.7
Total Salaries, Benefits, and Allowances Paid (millions USD)	146.3	172.7	194.3	189.9

Salary Amounts Paid (millions USD)

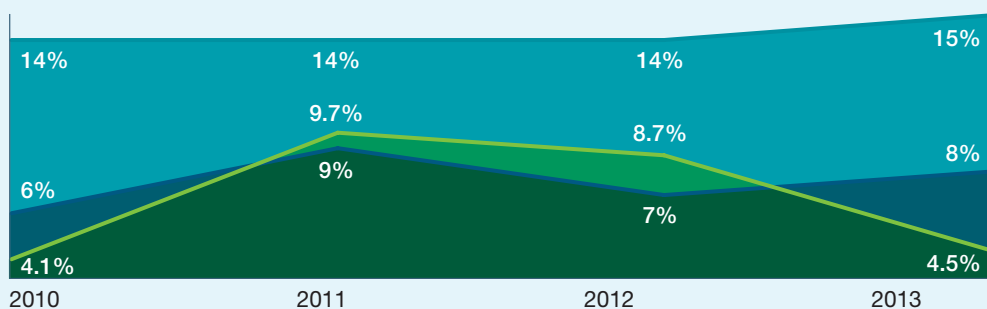


Benefits & Allowances Paid (millions USD)*



* Represents manpower-related costs, which include all costs except wages and salary, pension, end-of-service gratuity, medical, and life insurance, as well as benefits for temporary, secondeed, and service contractor manpower.

Female Employment



** A change in calculation formula took place in 2013. Now, female turnover = female turnover / total number of females. Past years have been revised according to the new formula.

— Female Employment Rate — Females in Management — Female Turnover Rate**

Promoting Diversity and Respect

Dolphin Energy seeks to ensure employment equity and to cultivate diversity within a respectful and inclusive workplace. We work to attract, motivate, develop, and retain the best talent from the diversity our community offers because our ability to be competitive and to thrive depends on it. Dolphin Energy employees represent 43 nationalities, bringing multiple perspectives to the company. Our secondees from our shareholder companies also add to the diversity of backgrounds at the company.

We are dedicated to increasing the participation and empowerment of women in the workforce, as emphasized in the Qatar National Vision 2030 and the UAE Vision 2021.

Our workforce is 14.6% female, 3.3% greater than the sector average for Qatar in 2012.⁴ Our parental leave policy ensures that all our employees, particularly our female employees, have the opportunity to experience the joy and fulfillment of parenthood and return to participate in the workforce. In 2013, 29 men and 14 women took parental leave. All have now returned to the workforce.

Dolphin Energy's programs and policies are designed to employ the best people, recognize and reward superior job performance, and create an environment in which employees can maximize their contributions and reach their full potential. A discrimination-free environment is essential to meeting these objectives.

A formal internal grievance procedure is in place to resolve any employee complaint relating to working conditions, discipline, or perceived unfair treatment by management or a fellow employee. An employee may submit a grievance, either verbally or in writing, to his or her supervisor. If the supervisor is the source of the grievance, the employee may contact the line manager or Head of Human Resources (HR). The supervisor then reviews the grievance, verifies the facts and consults the line manager or Head of HR if advice is required. He or she then 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 a grievance reaches the General Manager, his decision is final.

⁴ Qatar Energy and Industry Sector Sustainability Report 2012 (<http://www.hse-reg-dg.com/qeisir2012/WWW/index.html>)



Operate with Excellence

Performance highlights:

- 99.997% plant availability
- 12% increase in revenues
- 815,802 BBTU gas sold

2013 Commitments:

- Achieve zero unplanned natural gas supply disruptions to customers – Not Achieved

2014 Commitments:

- Achieve zero unplanned natural gas supply disruptions to customers



We are continuously looking for ways to meet the region’s growing energy needs by investing in reliable and efficient operations that deliver increased profitability and high customer satisfaction. Operational excellence is also how we become a more environmentally and socially sustainable energy company.

Sustaining Productivity

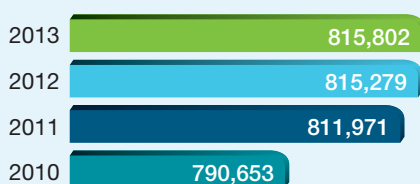
The demand for energy in the UAE and Oman is increasing rapidly as a result of population growth and an expanding industrial sector. Dolphin Energy is committed to maintaining current levels of production in Qatar, while also supplying more natural gas in order to meet rising customer demand for energy.

Growth in supply at Dolphin Energy is focused on using the full transmission capacity of existing pipelines between Qatar, the UAE and Oman to transport additional sources of third party natural gas.

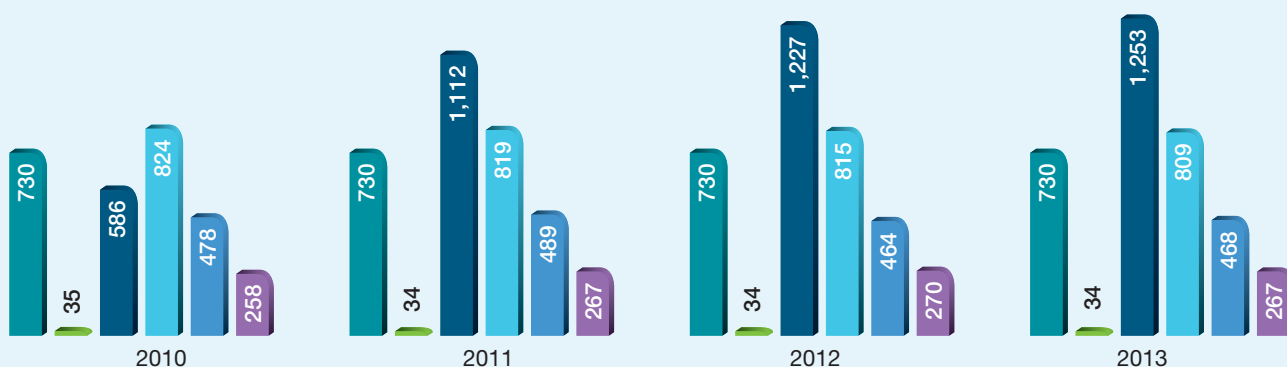
To learn more about the marketing and distribution of Dolphin Energy’s natural gas and its by-products, please visit our website:

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

Total Gas Sold (BBTU)



Production Sales Highlights



■ Export of Lean Gas (Bscf) ■ Condensate Produced (MMbb) ■ Volume of Ethane Sales (Kt)
 ■ Volume of Propane Sales (Kt) ■ Volume of Butane Sales (Kt) ■ Volume of Sulfur Sales (Kt)

Materials Consumed	2010	2011	2012	2013
Raw Wet Gas (MMscf)*	872,519	862,310	861,391	861,072

* Our reporting methodology has been improved: previous years’ data has been revised accordingly.

Expanding Our Supply of Natural Gas

Dolphin Energy will continue to secure and transmit quantities of interruptible third-party gas from Qatar Petroleum to supply volumes beyond the 2.0 billion standard cubic feet per day (SCFPD) that Dolphin Energy is authorized to extract from its offshore platforms in Qatar's North Field. In the future, project expansion may provide additional sources of uninterrupted gas from the north field block once QP's Expansion Moratorium is lifted.

Dolphin Energy will monitor commercial arrangements and technical expansion efforts so that activity can advance promptly upon lifting of the moratorium.

Enhancing Our Processing and Transmission Capacity

Dolphin Energy is also working to enhance the transmission capacity of its Ras Laffan plant through its Export Gas Compressor (EGC) upgrade project. Current upgrades to Dolphin Energy's Ras Laffan facilities means it is capable of receiving and processing on average 2.37 billion SCFPD.

The EGC expansion, planned for completion in 2015, has the potential to take Dolphin Energy's total gas flow capacity to 3.2 billion SCFPD with three new export gas compressors. In anticipation of importing greater volumes of gas to the UAE, Dolphin Energy is also examining the feasibility of more pipelines to improve supply to the Northern Emirates, in order to address the gas balance and energy balance of the UAE.

Meeting Summer Demand in the UAE

Dolphin Energy successfully ran 6 Export Gas Compressors (EGCs) continuously at over 97% availability each from July to October to deliver 375 million SCFPD of diverted liquefied natural gas (LNG) to the UAE during the summer peak months of high demand. As a result, the UAE had less need to switch to back-up diesel generators with their higher emissions.

Ensuring Reliability

In addition to enhancing its processing and transmission capacity and expanding its supply of natural gas, Dolphin Energy is also working to ensure reliability through eliminating all unplanned interruptions to its supply of gas to customers.

For example, the minor supply interruption which occurred in 2013 did not affect our customers, but was counted as not having achieved our goal of zero unplanned supply disruptions.

Dolphin Energy's efforts to ensure process safety and emergency preparedness (detailed in Chapter 2, page 22) are integral to ensuring reliability.

The company's preventive maintenance program, as well as its periodic patrolling of network pipelines and comprehensive surveillance system, exists to protect the integrity of its pipeline distribution network.

The preventive maintenance program ensures routine maintenance is performed at a planned interval to prevent sudden unplanned failures in critical equipment.

Preventive Maintenance Program	2010	2011	2012	2013
Preventive Maintenance as a Percentage of Total Maintenance – Taweelah	67.7	69.6	69.0	76.5
Ratio of Corrective-to-Preventive Maintenance – Ras Laffan	1.36	1.41	1.00	0.95

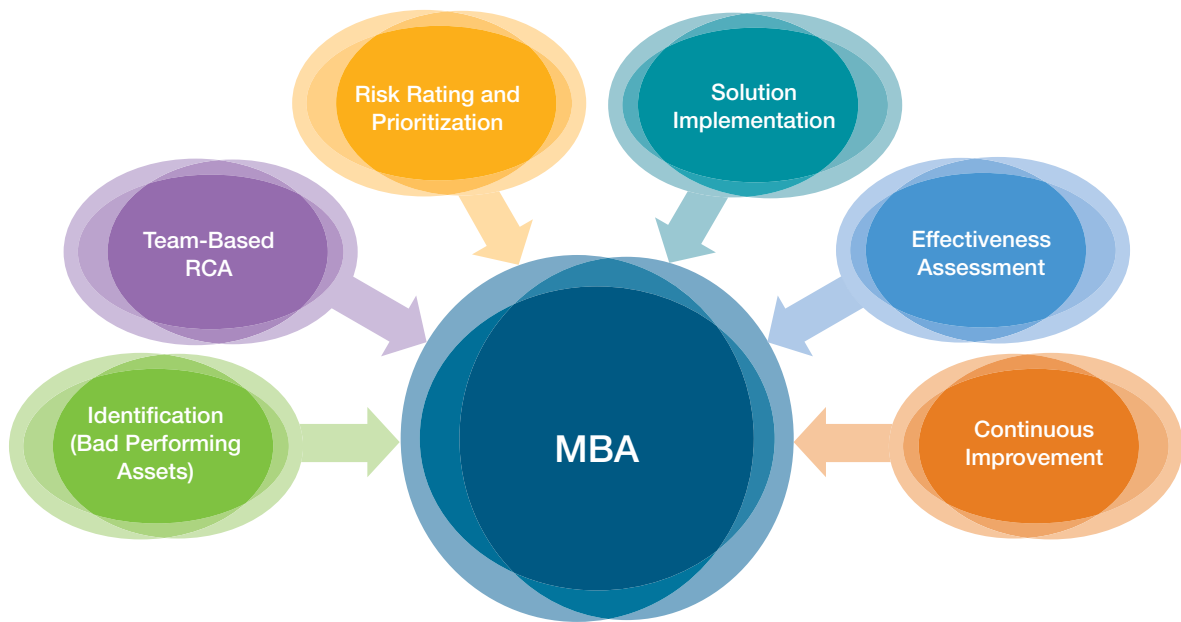


Dolphin Energy has devised a Management of Bad Actors (MBA) program to reduce its maintenance expenditure as well as enhance its reliability and plant availability. In 2013, engineers conducted a comprehensive study of all failures of the company's assets over the last six and a half years of plant operations, classifying assets with repetitive failures as 'bad actors'. Dolphin Energy has now proceeded to eliminate these 'bad actors', beginning with those experiencing the most frequent failure and generating the highest annual cost. Industry experience has shown that 90% of total downtime and maintenance expenditure is caused by just 10% of the assets because of repetitive failures or lost opportunities for production;

Dolphin Energy hopes to achieve significant reductions in such expenditure as a result of this program.

Dolphin Energy's export pipeline (upon commission, 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 sea lines transporting raw gas from Dolphin Energy's production platforms to its gas processing plant at Ras Laffan.

In 2013, Dolphin Energy planned and executed shutdowns at both its onshore and offshore facilities to carry out necessary maintenance works. During these periods, third-party gas was made available to ensure continuous supply for customers. Planned outages are necessary for Dolphin Energy to conduct corrective and preventive maintenance and thereby reduce the risk of unplanned supply interruptions, ensure safety, and safeguard the environment. Both shutdowns were fully completed two days ahead of schedule.



Knowledge Sharing

In 2013, Dolphin Energy signed a Memorandum of Understanding (MOU) with Nord Stream AG, the only other company in the world to use a 48-inch high-pressure subsea gas pipeline in its provision of natural gas from Russia to Europe. The agreement will provide opportunities for both parties to exchange operational and maintenance knowledge, insights and expertise regarding their high-pressure gas networks and subsea pipeline systems. It will also look at how both can lend support to each other's Emergency Pipeline Repair System (EPRS).

Ensuring Financial Growth

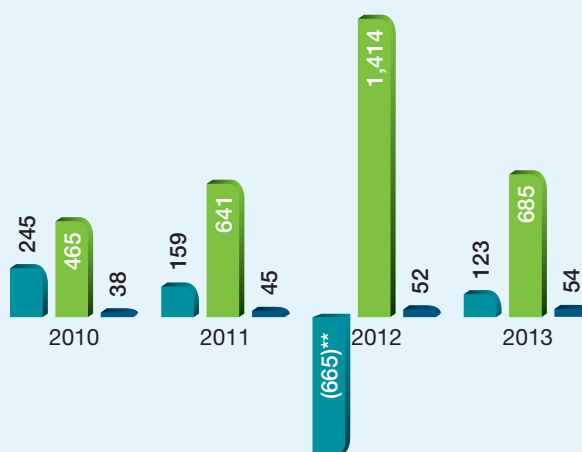
Dolphin Energy is committed to delivering profitable growth and consistent high returns to its shareholders. Dolphin Energy's financial performance is a reflection of this commitment as revenues increased by 12% in 2013. Rating agency Fitch reaffirmed its A+ rating of Dolphin Energy's bonds in January 2014. This reflects their evaluation that Dolphin Energy is well positioned to maintain its strong financial performance into the foreseeable future.



Direct Economic Contribution (Downstream Operations only)



- Revenue plus Net Sales (billions USD)
- Economic Value Distributed (billions USD)
- Amount Paid in Operating Costs (billions USD)

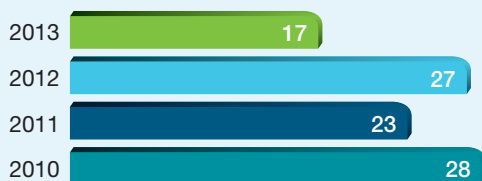


- Economic Value Retained (millions USD)
- Amount Paid to Providers of Capital (millions USD)
- Amount Paid in Salaries and Benefits to Employees (millions USD)*

* Represents employees in operations and support excluding third party contractors.

**This is a result of Dolphin Energy's bond issue in February 2012. Excess cash was distributed to shareholders due to the bond issuance.

Percentage of Sales in Excess of Target Forecast



Plant Revenue (millions USD)	2010	2011	2012	2013
Gas Revenue	1,872.7	2,239.4	2,568.5	2,887.9
Condensate Revenue	1,065.2	1,194.5	953.9	739.0
Propane Revenue	223.7	218.6	188.8	146.1
Butane Revenue	131.0	138.5	110.5	86.2
Ethane Revenue	22.0	32.4	29.9	25.8
Sulfur Revenue	8.6	16.5	11.7	5.8

Delivering Customer Satisfaction

Dolphin Energy places a relentless focus on improving operational reliability and availability for our customers. In 2013, Dolphin Energy achieved 99.997% plant availability, an improvement over 2012's availability of 99.93%.

We aim to forge deep and lasting partnerships with our customers to ensure we are meeting their needs.

Our customers have expressed a desire for openness in communication in past satisfaction surveys: as a result, Dolphin Energy continues to implement initiatives to improve engagement with customers. These include:

- offering site tours of our upstream processing facilities at Ras Laffan to help our customers understand the factors that affect the gas supply
- launching 'Spotlight' in 2013, our exclusive quarterly newsletter for customers, providing insight on the latest initiatives and developments within Dolphin Energy
- conducting business relationship forums with individual customers at the end of 2013 to discuss the indicative gas supply plan and the scheduled maintenance for 2014 with the commissioning of the new export gas compressors. During these forums, we also presented an energy market overview and gave details on the next customer satisfaction survey. Customers expressed great appreciation for these meetings

Customer Satisfaction	2010	2011	2012	2013
Customer Satisfaction Score	6.9	7.9	—*	**
Supply Disruptions to Customers	0	0	0	1
Downtime Incidents at the Taweelah Receiving Facilities (TRF), in UAE	0	0	1	1

* Customer satisfaction surveys are conducted biennially from 2011.

**2013 Customer Satisfaction Survey will be completed late in 2014. Results will be published in our 2014 report.



Create Value

Performance highlights:

- 29.11% Qatarization
- 51.75% Emiratization
- 76.7% of procurement spending to suppliers with local presence

2013 Commitments:

- Launch the public vendor e-registration system – Achieved
- Achieve 51% Nationalization in the UAE – Achieved
- Achieve 35% Nationalization in Qatar – Not Achieved

2014 Commitments:

- Achieve 51% Nationalization in the UAE
- Achieve 35% Nationalization in Qatar



As a company we seek to create lasting value within the countries in which we operate through creating jobs, developing local talent, and directly contributing to local economic growth through sustainable and responsible supply chain management.

Advancing the Development of the National Workforce

Developing and employing local talent creates value for Qatar, the United Arab Emirates (UAE) and Dolphin Energy simultaneously. It is for this reason that we collaborate with government and other stakeholders to maximize local employment opportunities and to build the skills and employability of nationals.

In 2013, Dolphin Energy’s nationalization rate rose to 51.75% in the UAE, a groundbreaking achievement and milestone for the company. Dolphin Energy also received the QP Crystal Award, the top award in the category of ‘Support for Training and Development’, at the Qatar Petroleum 2012 Annual Qatarization Review Meeting.

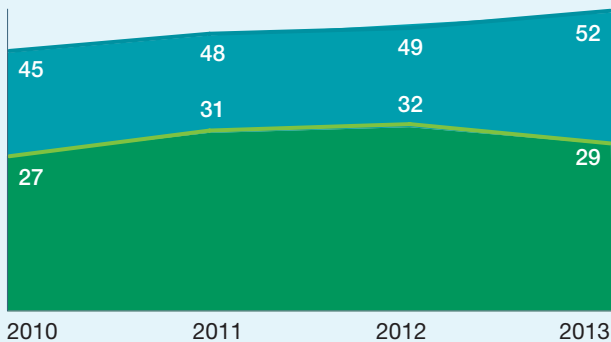
The award reflects Dolphin Energy’s leadership among Qatar’s energy and industry sector in offering Qataris meaningful training and development opportunities.

Both of these achievements were made possible as a result of Dolphin Energy’s comprehensive nationalization strategy, which targets nationals at many different stages of their education and career development path, from primary school students to recent university graduates to Dolphin Energy’s experienced national employees.

Empowering and Preparing Youth to Enter the Workforce

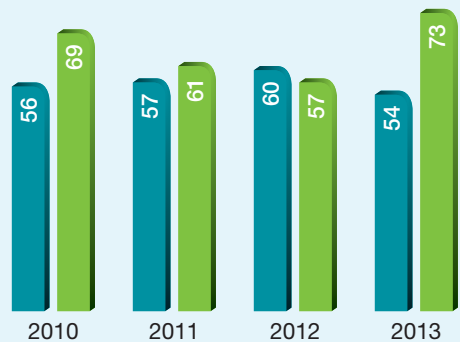
Dolphin Energy works with nationals at many different stages of their education and career development path. We are involved in a number of initiatives to help students to develop the competencies required for the workplace. These include high school summer programs and summer internship programs. Dolphin Energy has also signed a partnership agreement with the Emirates Foundation to create programs to empower, inspire and motivate the country’s youth. Dolphin Energy is donating AED 500,000 every year over three years and is providing marketing, business development, and administration support to the Foundation’s programs, which create opportunities for young people to volunteer and serve their communities.

Nationalization



— Percentage Emiratisation
 — Percentage Qatarization

Development of National Human Capital



■ Percentage of National Staff Training Hours
 ■ Percentage of National Staff Training Costs



Dolphin's Contribution to the ABSHER initiative

Under the Ministry of Presidential Affairs' ABSHER initiative in UAE, Dolphin Energy agreed to recruit and train 100 UAE nationals over a five-year period beginning in 2012. Many of those who have joined the company under this initiative in the last year have received a two-year IDP to support their progress. Through ABSHER, we have also partnered with Etisalat Academy to provide 500 UAE nationals with training and development opportunities for positions in the public and private sectors. Etisalat Academy will provide the training modules for the program, which cover four key areas:

1. English language skills
2. Preparing for future job requirements
3. Self-development
4. Teamwork

Dolphin Energy will fund the five-year program.

Recruitment

Dolphin Energy works to recruit nationals through attendance at career fairs in the UAE and Qatar, and engaging with schools and universities to interact with and present Dolphin Energy to young national talent. The company also has an Employee Referral Program to encourage employees to recommend qualified national candidates by rewarding employees for successful referrals.

In 2013, Dolphin Energy's Human Resources & Administration team launched a new automated e-recruitment portal that aims to reduce hiring costs and the amount of time spent on administration. The system provides a software solution that improves the management of information and allows the company to promote its career opportunities to a wider audience, thereby locating and attracting more high-caliber national and expatriate candidates.

Training and Developing New Recruits

Dolphin Energy intentionally recruits professionally inexperienced nationals with strong educational backgrounds and helps to develop them for specific positions through its Associate Development Program. Each new recruit receives an Individual Development Plan (IDP) created specifically for him or her. An IDP defines:

- the target job for which the national is being trained
- the tasks that the national must learn to perform
- training courses required to develop the necessary knowledge and skills
- milestones that indicate attainment of various levels of professional development
- increases in salary tied to these milestones

Each new recruit also receives the support of career counselors and an individual coach who provides on-the-job training and assistance, and monitors and assesses his or her progress. A national is appointed to his or her target job upon successful completion of the IDP.

Continuing Development for Experienced Employees

Finally, Dolphin Energy has many programs in place to help its more experienced national employees continue on their development path. Dolphin Energy offers scholarships and study leave programs to enable employees to continue their education and cross-posts opportunities with its shareholders (Total and Oxy) to provide opportunities for nationals to gain valuable work experience with these international companies.

You can find out more about Dolphin Energy's professional development programs on its website:

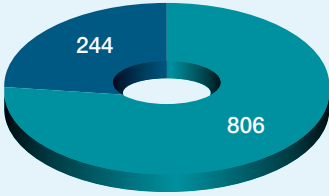
<http://www.dolphinenergy.com/en/24/careers/talent-management>

I am studying for a Master's in Communication. It will definitely help my skill set when I return to Dolphin Energy to work in the Corporate Communications department. In the field of Communications, you always have to be up to date with the latest trends and techniques. I enjoy being exposed to different theories and am inspired by my classmates' and professors' experiences, which I hope to bring back with me.

Abrar Al Mahmoud
Communications Specialist and Total Scholarship Recipient

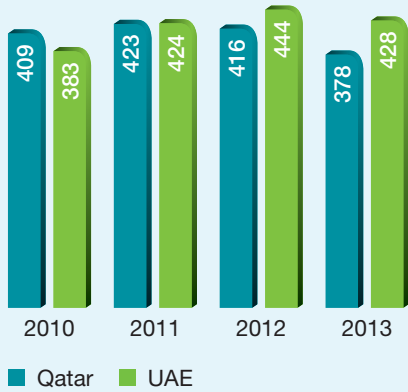
Development Opportunities	2010	2011	2012	2013
Associate Opportunities Offered	53	60	55	29
Qatar	32	44	45	19
UAE	21	16	10	10
Scholarships Offered	5	8	6	7
Qatar	4	6	4	5
UAE	1	2	2	2
Youth Internships Offered	19	32	28	28
Qatar	9	26	20	17
UAE	10	6	8	11

Number of Suppliers, Contractors, and Service Providers (2013)

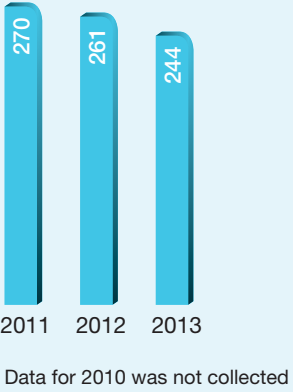


- Total Number of Suppliers with Local Presence
- Total Number of Suppliers without Local Presence

Total Number of Suppliers with Local Presence



Total Number of Suppliers without Local Presence



Supporting the Local Economy

Dolphin Energy relies on over 1,000 suppliers of goods and services, which means our procurement spending generates a significant economic impact and supports the development and growth of other companies within the supply chain. Procuring goods and services from local suppliers helps to boost national economic development and, in turn, supports our business objectives of providing energy to a thriving and diversifying economy.

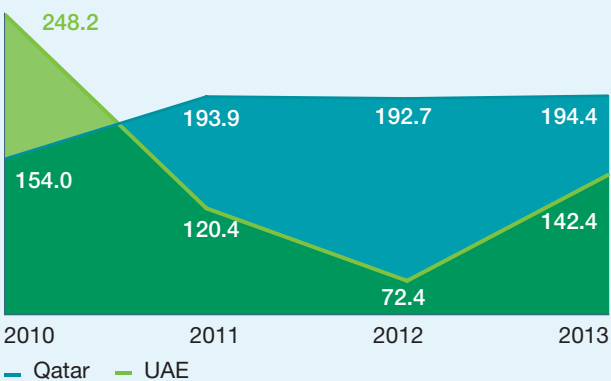
In 2013, Dolphin Energy awarded 76.7% of its total procurement spending to suppliers with a local presence.

In 2013, Dolphin Energy launched a new e-registration portal (based on the 2012 pilot program), designed to establish a new intelligent and updated commercial directory for the procurement and contracts division. This system will make it easier for new vendors to register with Dolphin Energy and compete for contracts, allowing Dolphin Energy to make Requests for Proposals available to vendors and suppliers electronically. The company invited all the vendors registered in its old database to register their information, including services, expertise, technical capacities and products, amongst other things.

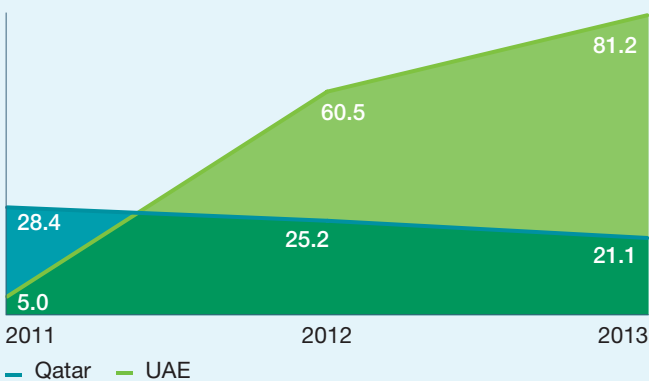
Dolphin Energy also published notices in local newspapers in order to reach out to more local suppliers. The portal will thus provide Dolphin Energy with greater opportunities to satisfy its demand for goods and services from within the local market, thereby further enhancing the company's contribution to the local economy.

Amount Spent on Suppliers (millions USD)

Suppliers with Local Presence



Suppliers without Local Presence



Protect the Environment

Performance highlights:

- 20% reduction in flaring
- 4% reduction in total GHG emissions
- 51% reduction in Sulfur Dioxide
- 12% decrease in water consumption

2013 Commitments:

- Develop a five-year environmental program improvement plan – Achieved
- Conduct energy surveys at all office locations – Achieved
- Survey fleet vehicle usage in the UAE – Achieved
- Complete the design of, and order replacement burners for, the high-pressure steam boilers – Achieved
- Complete and submit the carbon capture feasibility study to Qatar Petroleum – Achieved
- Complete an engineering study and select a technology to achieve KHI removal from the Ras Laffan plant wastewater – Achieved
- Conduct a review of the Continuous Emissions Monitoring Systems to identify opportunities to improve data quality – Achieved

2014 Commitments:

- Complete a revised environmental matrix with metrics across the company
- Develop a draft GHG policy with specific metrics and reduction goals
- Complete benchmark of our Green IT principles and results against peers
- Implement a UAE Gas Network Protection Awareness Campaign in Al Ain



We strive to go beyond compliance with local environmental regulations to reduce to the minimum practicable any adverse effects of our operations on the environment. We have developed a five-year environmental program to improve our environmental performance.

Environmental Management

Economic and population growth demand energy. We aim to meet the challenge of satisfying rising energy demand to sustain wider prosperity, while managing our impact on the climate. Natural gas, which is an affordable, increasingly abundant, secure and lower-carbon form of energy, will be a necessary part of the energy mix in the long term to meet the global energy challenge. Natural gas, typically used for power production, competes mainly with coal, producing half as much CO₂, a third as much NO_x, and a hundredth as much of the SO₂ of coal when it is burned.

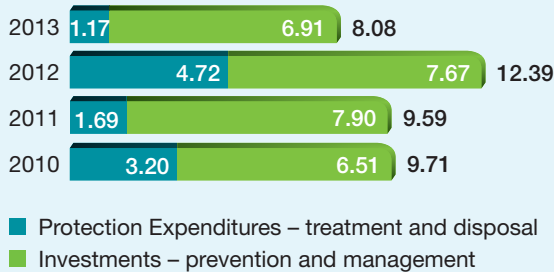
Thus, when it displaces coal, the impact of power generation on climate change and air quality improves significantly.

Dolphin Energy strives to make its fuel even cleaner and more efficient through its operations, going beyond compliance with local environmental regulations to reduce to the minimum practicable any adverse effects of our operations on the environment. Led by our HSE teams in both the UAE and Qatar, we are continually seeking new ways to minimize our flaring, emissions and waste; reduce our energy and water consumption; and demonstrate responsibility for our products.

In 2013, Dolphin Energy signed off on a five-year environmental program management plan to drive the company's environmental performance to meet the challenge of increased regulatory, shareholder and societal expectations.

The plan will be reviewed annually as part of the business planning cycle, and revised as necessary. The HSE&S department will prepare and distribute an annual environmental report with a summary of emissions, performance against environmental metrics, and progress on the plan.

Environmental Expenditures (millions USD)



Minimizing Flaring and Emissions

Climate change poses a significant risk for our business, both in meeting anticipated legislative and policy requirements and in adapting to its potential physical impacts. Identifying appropriate responses that seek to balance the needs for economic development, job creation, energy security and emissions reductions represents one of the greatest challenges of our generation. We seek to actively manage and minimize the emission of greenhouse gases per unit of natural gas we produce, particularly through flare reduction.

Flaring is required as an essential safety feature of gas refinery operations, despite contributing heavily to the carbon footprint of gas companies.

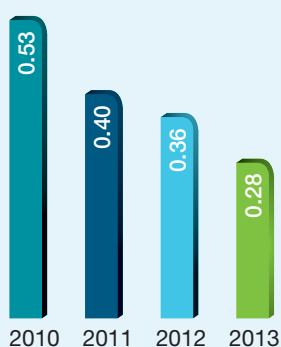
The controlled combustion of excess gas is necessary to protect equipment from damage due to overpressure, reducing the risk of a fire or explosion inside the plant. Pilot flames, continuously lit by a steady supply of natural gas, called purge gas, ensure that any gas released to the flares will be ignited safely.

We aim to reduce our flaring while maintaining optimal safety and productivity. At the end of 2012, we were able to lower our volumes of purge gas by installing infrared cameras that allow us to detect and monitor smaller pilot flames that are invisible to the naked eye. As a result, Dolphin Energy was able to reduce its flaring by 20% from 2012 to 2013.

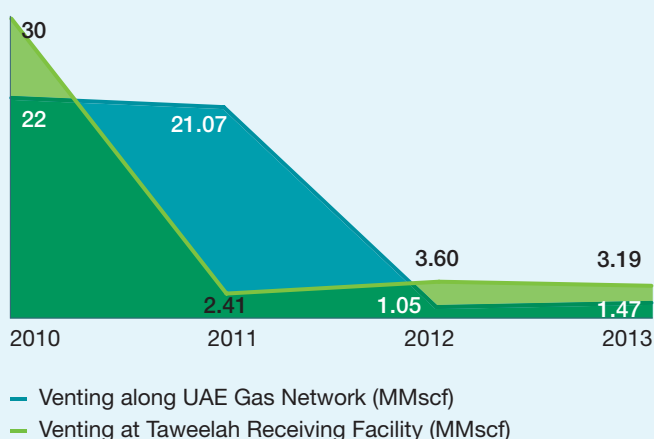
More importantly Dolphin Energy achieved, for the first time, an annual flaring rate below 0.3% of our natural gas export, which is the Consent to Operate target. This is a considerable achievement since this performance includes all emergency flaring and all routine flaring, including flaring associated with the annual maintenance shutdown and start-up of half of the operating facility. Dolphin Energy's 2013 flaring performance was 0.28% of natural gas production and export.

Dolphin Energy is an active member of the Qatar Petroleum Global Gas Flaring Reduction Initiative, formed to develop and implement methods to reduce flaring and venting volumes. In 2014, Dolphin Energy plans to complete a flare reduction feasibility study, investigating solutions to achieve zero flaring.

Flaring as a Percentage of Gas Available for Sale (Qatar)



Venting (UAE)



Flaring (Qatar)*	2010	2011	2012	2013
Flaring (MMscf)	4,554	3,686	3,370	2,713
Volume of Onshore Flaring	4,173	3,344	2,992	2,357
Volume of Offshore Flaring	381	342	378	356
Flaring Intensity (MMscf/mmBOE)	23.9	17.6	16.1	13.0

* Our reporting methodology has been improved; previous years' data has been revised accordingly.

20% ↓

Dolphin Energy was able to reduce its flaring by 20% from 2012 to 2013

0.28%

Dolphin Energy's 2013 flaring performance was 0.28% of natural gas production and export

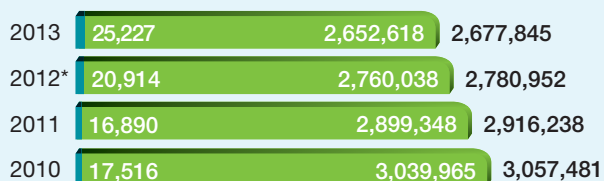
In the past three years, Dolphin Energy has also increased its focus on the management of fugitive emissions, or unintentional releases of methane or natural gas from operations. Fugitive emissions can arise from leakages in pipework connections and storage tanks. This is a concern because methane has a more detrimental impact on the environment when it is leaked directly into the atmosphere rather than combusted.

Dolphin Energy's Upstream Division has implemented a Volatile Organic Compounds (VOC) Fugitive Emissions Monitoring (FEM) program once a year since 2011 to monitor and repair potential leakage sources from equipment at its onshore processing plant in Ras Laffan.

Dolphin Energy follows EU guidelines to account for and report GHG emissions. Dolphin Energy is also an active and leading member of the Qatar Petroleum GHG Accounting and Reporting Program.

Carbon capture and storage technology has also been identified as a long-term tool for achieving large-scale reductions in GHG emissions. In 2013, Dolphin Energy completed its feasibility study on carbon capture and sequestration.

GHG Emissions (equivalent tons of CO₂)



- Total Indirect GHG Emissions
- Total Direct GHG Emissions

GHG Emissions Intensity (Kt of CO₂e/mmBOE)



GHG Emissions (equivalent tons of CO ₂)	2010	2011	2012	2013
Indirect GHG Emissions from Imported Power (Qatar)	16,766	15,812	19,709	24,387
Indirect GHG Emissions from Imported Power (UAE)	750	1078	1205	840
Total Indirect GHG Emissions	17,516	16,890	20,914	25,227
Vehicle Petrol Consumption (Qatar)	391	335	370	421
Vehicle Petrol Consumption (UAE)	1337	1504	1115	908
Vehicle Diesel Emissions (Qatar)	114	70	54	44
Operations (Qatar)	3,021,000	2,878,000	2,747,000	2,639,000
Operations (UAE)	17,123	19,434	11,494	12,241
Plant & Offshore Diesel Generator Emissions (Qatar)		5	5	4
Total Direct GHG Emissions	3,039,965	2,899,348	2,760,038	2,652,618
Total GHG Emissions	3,057,481	2,916,238	2,780,952	2,677,845
GHG Emissions Intensity (Kt of CO ₂ e/mmBOE)	15.1	13.9	13.2	12.8

* 2012 data has been revised to reflect revisions in the quantity of imported power from the UAE.

Our activities also generate air emissions including nitrogen oxide (NO_x) and sulfur dioxide (SO₂) from the burning of fuel and flaring. These emissions directly affect air quality, and the Consent to Operate agreement in Qatar requires us to adhere to strict limits on these types of emissions. Dolphin Energy employs Continuous Emissions Monitoring Systems (CEMS) to continuously record data on NO_x and SO₂ emissions. Dolphin Energy also retains a specialist analyzer maintenance team to ensure that the raw data collected by the CEMS is properly utilized to provide valid emissions data.

In 2013 Dolphin Energy engaged a specialist consultant to review the CEMS units' installation and operation to ensure CEMS installation meets USEPA. The review was conducted based on the USEPA 40 CFR Parts 60 and 75. The results of this 'gap analysis' will be used to implement improvements in the quality of the data collected by the CEMS. Beginning in late 2014 or early 2015 Dolphin Energy will conduct RATA testing of its CEMS based on a requirement in the Consent To Operate (CTO) permit.

In 2013, Dolphin Energy completed the design of, and ordered replacement burners for, its high-pressure steam boilers. In 2015, Dolphin Energy will begin replacing old burners for new in order to sustain its low NO_x emissions. This retrofit of the pressure steam boiler burners will take several years to complete, since the only opportunity to conduct the work is during the annual maintenance work when part of the plant is shutdown.

Overall, total reported emissions to air in 2013 decreased by 12% compared to 2012 levels.

Total Air Emissions	2010	2011	2012	2013
NO _x (tons)	579	742	718	710
Qatar	572	737	714	705
UAE	7	5	4	5
NO _x Intensity (tons NO _x /mmBOE)	2.86	3.55	3.42	3.39
SO ₂ (tons)	257	244	189	92
Qatar	257	244	189	92
UAE	<1	<1	<1	<1
SO ₂ Intensity (tons SO ₂ /mmBOE)	1.27	1.17	0.90	0.44

Reducing Our Energy Consumption

It is our responsibility to minimize any losses of energy through inefficiency. Avoiding losses maximizes the amount of product available for use, delivering social and environmental benefits. We therefore seek to use the best available techniques and practices in all our operations to improve our energy efficiency.

Measuring and monitoring of energy consumption from electricity, vehicle fuel, process fuel combustion, flaring, and venting are critical components of the company's energy profile analysis. In 2013, Dolphin Energy continued to seek opportunities and implement initiatives to achieve energy savings and reductions in energy consumption.

In 2012 and 2013, Dolphin Energy worked with Qatar Petroleum to identify feasible energy efficiency initiatives and develop an action plan for implementation.

In 2014, Dolphin Energy will begin to implement some of the identified projects. In 2013, Dolphin Energy also conducted energy conservation surveys at all of its office locations to identify opportunities for greater conservation of energy. Based on the results of the surveys, Dolphin Energy will focus on raising awareness among employees of energy use and conservation techniques.

Total Energy Consumption GJ – UAE and Qatar	2010	2011	2012	2013
Total Indirect Energy Consumption	379,141	365,587	452,686	546,037
Total Direct Energy Consumption	35,106,293	36,256,012	34,744,576	33,826,173
Total Energy Consumption (GJ)	35,485,434	36,621,599	35,197,262	34,372,210
Energy Intensity (GJ/mmBOE Production)	175,323	175,055	167,686	164,266

Indirect Energy Consumption MWh	2010	2011	2012	2013
Electricity Consumption (Qatar)	100,806	95,069	118,503	146,624
Electricity Consumption (UAE)	4,511	6,483	*7,243	5,053
Total Electricity Consumption (MWh)	105,317	101,552	125,746	**151,677

* 2012 data has been restated based on improved calculations.

**Qatar Petroleum directed Dolphin Energy to receive more electrical power from the grid and generate less power at the Ras Laffan plant for export in 2012 and 2013.



In addition to importing electricity from the local power grid, Dolphin generates its own electrical power from steam turbines driven by steam supplied from Heat Recovery Steam Generation (HRSG) units on the plant.

Dolphin Energy seeks to improve its fleet management system in order to reduce its energy consumption and CO₂ emissions. The company uses an automated vehicle booking system to schedule trips as efficiently as possible and thereby optimize vehicle usage and reduce unnecessary trips.

In 2013, we surveyed our fleet vehicle usage in the UAE to determine further opportunities to reduce vehicle fuel consumption. The study inspected data from the in-vehicle monitoring system to discover how driver behavior is affecting fuel consumption, and developed recommendations for making fleet vehicle usage more efficient.

Direct Energy Consumption (GJ) – UAE and Qatar	2010	2011	2012	2013
Vehicle Petrol Consumption (Qatar)	5,904	5,067	5,591	6,357
Vehicle Petrol Consumption (UAE)	20,212	22,741	16,861	13,728
Vehicle Diesel	1,622	978	766	619
Operations (Qatar)	34,717,940	35,954,400	34,475,290	33,545,835
Operations (UAE)	315,628	227,584	202,154	217,443
Plant & Offshore Diesel Generator (Qatar)	44,986	45,242	43,929	42,216
Total Direct Energy (GJ)	35,106,293	36,256,012	34,744,576	33,826,173

Electricity Generated by the Ras Laffan Plant	2010	2011	2012	2013
Electricity Generated by Plant (MWh)	431,977	413,827	374,701	375,230
Energy Offset by Plant Generated Electricity (GJ)	1,555,117	1,489,777	1,348,924	1,350,828

Direct Energy Consumption – UAE and Qatar	2010	2011	2012	2013
Diesel used for Transportation (1000 liters)	45	27	21	17
Petrol used for Transportation (1000 liters)	791	842	680	608

Dolphin Energy Vehicle Fleet	2010	2011	2012	2013
UAE				
Diesel	1	1	1	1
Petrol	69	61	50	45
Qatar				
Diesel	51	48	48	40
Petrol	39	35	26	47

Dolphin Energy has also introduced a new flexible working system that enables employees to start at any time between 7am and 9am and to finish work between 3pm and 5pm, in order to reduce travel during the busiest periods. This policy aims to reduce Dolphin Energy's other indirect emissions from employee travel by reducing the time employees spend idling in traffic.

In 2013, Dolphin Energy continued to optimize its IT system's energy consumption through its Green IT initiative, which focuses on:

- energy and carbon footprint reduction
- lifecycle management optimization

- positioning IT solutions to enhance company sustainability
- communication and collaboration solutions enhancement
- end-user education for responsible usage of IT solutions

Dolphin achieved 488 MWh of energy savings (the equivalent of 262 tons of Co₂) through the following measures:

- Optimization of Abu Dhabi datacenter during the Company HQ offices move to Sowwah Square
- Expansion of server virtualization practice to reach 73%
- Implementation of managed print services in Qatar with advanced power management capabilities

We extended our unified communications solution with increased video conferencing capabilities, additional web conferencing and collaboration features and advanced mobility solutions, and delivered briefings to users on best usage of collaboration solutions. In 2014, we will redesign the company document management system and integrate it with the end user environment for greater collaboration capabilities. We plan to complete a benchmark of our Green IT principles and results against peers that commenced in 2013. We will also increase our energy savings through datacenter optimization, virtualization expansion, and cloud-based solutions, with a target of 550 MWh of savings.

IT Energy Savings	2012	2013 Target	2013 Actual	2014 Target
Energy savings (MWh)	421	500	488	550
% of physical servers	35	30	27	25

Using Water Responsibly

Dolphin Energy strives to balance its operations' water requirements with the need to maintain a clean, safe and plentiful water supply for current and future generations by minimizing the use of fresh water through recycling and greater operational efficiency.

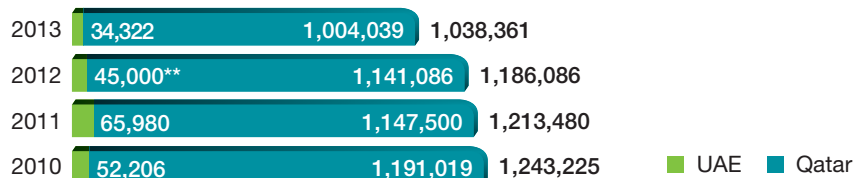
Dolphin Energy's UAE and Qatar facilities utilize desalinated water provided through the energy grid. Dolphin Energy recycles this water in several ways. Low-pressure steam condensates become feed water for the steam boilers.

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. We achieved a 12% reduction in our water usage in 2013 with efficiency initiatives.

Offshore production water and onshore process water that is not recycled is treated at the onsite wastewater treatment facilities and reinjected into shore water-bearing reservoirs via two wastewater injection wells. Cooling seawater is returned to the common cooling seawater network, following cooling of the closed-loop Tempered Cooling Water network.

In 2013, Dolphin Energy completed an engineering study to upgrade the existing wastewater treatment system, maximize the internal reuse of both irrigation and desalinated waters, and reduce the quantity of wastewater being reinjected. Dolphin Energy also completed another engineering study and pilot project to determine the best technology for removing Kinetic Hydrate Inhibitor (KHI) chemicals from the wastewater reinjection stream. Dolphin Energy has opted to use an innovative evaporation technology, and plans to implement these two projects in 2016.

Total Water Consumption



Water Consumption (m³)	2010	2011	2012	2013
Total Water Consumption*	1,243,225	1,213,480	1,186,086	1,038,361
Qatar	1,191,019	1,147,500	1,141,086	1,004,039
UAE	52,206	65,980	45,000**	34,322
Water Intensity (1000m³/mmBOE)	6.1	5.8	5.7	5.0
Water Recycled or Reused	150,000	151,000	146,000	140,000
Non-contact Cooling Water	130,912,000	122,938,000	116,448,000	109,815,000
Deep-Well Injection of Contaminated Wastewater***	468,206	532,988	552,639	514,049

* From desalination plants ** 2012 data has been restated based on improved calculations.

*** Our reporting methodology has been improved; previous years' data has been revised accordingly.



Being Responsible for Our Products

Spills and gas releases are an environmental burden, financial cost and reputational liability. Our equipment, policies and training aim to prevent any unplanned release of solid or liquid material to land or water. We had two loss-of-containment incidents in 2013 – neither resulted in a release to the environment.

Dolphin Energy's commitment to process safety (Chapter 2) is central to our efforts to prevent our products from causing any harm to people or the environment. Our Emergency Pipeline Repair System (EPRS) will also enable our rapid response in the event of accidental damage to the export pipeline, or to either of the sea lines transporting raw gas from Dolphin Energy's production platforms to its gas processing plant at Ras Laffan.

A separate EPRS project is also underway which will facilitate emergency repair of the UAE gas network. Together the two EPRS projects will ensure reliability of Dolphin Energy's supply of natural gas to the UAE and Oman.

Managing Our Waste

Waste minimization provides opportunities to reduce costs and improve efficiencies. We therefore seek to minimize resource use and reduce the volume and hazardous nature of waste by applying the waste hierarchy.

In 2013, Dolphin Energy continued to implement its recycling program, now in its fourth year. The Green IT initiative enhanced its commitment to recycling by optimizing IT refresh cycles and incorporating IT equipment disposal and recycling into all 'call off' contracts.

In 2014, the IT department will monitor the IT equipment lifecycle from procurement to complete recycling through an IT asset tracking process and solution.

Dolphin Energy ensures that all waste is disposed of in an environmentally responsible manner, in accordance with local laws and industry standards. Local municipalities deposit Dolphin Energy's domestic waste in approved landfills, whereas non-hazardous waste is disposed at 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 either recycled (as is the case for liquid oil) or stored in temporary hazardous waste storage facilities for disposal at authorized locations.

Product Safety and Responsibility	2010	2011	2012	2013
Number of Reportable Gas Release Incidents	1	2	0	0
Number of Reportable Spills	1	0	1	1
Volume of Reportable Spills (m ³)	2	0	8.8	2.1

Total Recycled Material	2010	2011	2012	2013
Paper & Cardboard (kg)	47,212	74,817	103,996	78,861
Plastic (kg)	10,123	13,117	16,075	12,947
Aluminum cans (kg)	735	857	1,094	643
Electronics (kg)*		1,000	680	300
Industrial Recyclables (wood, metal, scraps, drums, etc.) (kg)	118,106	155,892	225,036	182,000
Total Recyclable Material (kg)	176,176	245,683	346,881	274,751

* Our reporting methodology has been improved; previous years' data has been revised accordingly.

IT Materials Reduced and Recycled	2010	2011	2012	2013
Paper (number of individual pieces recycled)			552,000	850,000
Toner (number of individual pieces recycled)	288	1,335	2,219	628

Waste Management	2010	2011	2012	2013
Total Non-Hazardous Waste (tons)	823	1105	1348	844
Total Hazardous Waste (tons)	298	299	309	273

Become a Better Corporate Citizen

Performance highlights:

- Zero reported incidents of corruption
- Zero Lost Time Incident (LTI) rate for contractors
- 0.23 Total Reportable Injury Rate for contractors
- USD \$4,130,000 in community investment

2013 Commitments:

- Implement Online Training and Certification for the Code of Business Conduct – Not Achieved
- Approve and implement the Corporate Investigation Policy – Achieved
- Develop a community investment guidance document that can be used to evaluate the sustainability aspects of community investment opportunities – Not Achieved

2014 Commitments:

- Implement Online Training and Certification for the Code of Business Conduct
- Approve and issue the draft community investment guidance document
- Launch Be'ati Watani in Qatar



As a 'corporate citizen', Dolphin Energy has a responsibility to operate with transparency, accountability and integrity, and to invest in creating shared value for the communities that support its operations.

Operating with Transparency, Accountability and Integrity

Global economic challenges, heightened stakeholder expectations, and an increasingly complex regulatory environment demand that we conduct our business at a high standard. Trust, transparency and accountability are today's expectations for companies, starting with Board members and senior executives and extending into the supply chain.

Transparency and Accountability in Governance

Dolphin Energy was created by, and is ultimately answerable to, its shareholders, who 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 the company's external auditors.

The Board of Directors, comprising representatives of Dolphin Energy's three shareholders, is the highest governing body of the company. It appoints executive management, approves the annual budget and business plan proposed by management, and ensures that the company acts with integrity. Ninety per cent of the Board is independent of the company's operations (with the sole exception of the Managing Director). You can find a list of our current Board members including individual profiles on our website:

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

The Board meets at least twice per year, and Directors are compensated with a standard annual fee. The Board's primary focus is the company's risk management and overall performance, consisting of the company's economic, environmental, and social performance. The Board 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.

Dolphin Energy has several mechanisms to allow employees to provide recommendations to the Board and management. The General Manager's (GM) meetings, held in both Qatar and the UAE, invite employees to present questions and suggestions directly to the GM. Employees may also communicate with management at the CEO-staff meetings that are also held once a year in both countries.

For information on Dolphin Energy's internal management structure, please see Appendix D.

Integrity at Dolphin Energy

Dolphin Energy's Code of Business Conduct (CBC) outlines policies and procedures intended to ensure that the company conducts itself in a legal and ethical manner and avoids all conflicts of interest. The CBC is approved by the Board of Directors, and all employees are required to complete an annual Professional Conduct Declaration, confirming understanding of their responsibilities. The Company's Compliance Officer assumes responsibility for the CBC, monitoring its implementation and employee adherence to all policies, including those concerning staff communication and training. We plan to implement online training and certification for its annual CBC employee certification requirement in early 2014.

To ensure immediate and unimpeded reporting of any violations of Dolphin Energy's CBC, an Integrity Helpline and email address allow employees to disclose any malpractice or misconduct without fear of reprisal. In 2013, no reports of concerns were received via the Helpline, email address, or other means.

The CBC sets out clear policies to avoid any form of bribery and conflicts of interest. 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 to directors, employees, or employee's relatives, benefits wholly or partially derived from the business.

All vendors and contractors with single or cumulative commitments or potential yearly business with the company exceeding US\$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, and all business units were covered in our annual risk assessment, which includes an analysis of corruption.

In 2013, Dolphin Energy finalized 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 2013, no incidents of alleged corruption arose across any corporate function, including financial fines or non-financial sanctions.

Taking Responsibility for our Supply Chain

Good corporate citizenship is not only demonstrated by community investment and integrity in our operations, but also lies in our responsibility to ensure that the companies we work with adhere to the same high levels of quality, health, safety and environmental excellence that we do.

Dolphin Energy has a comprehensive system in place in order to ensure that its contractors maintain its standards for Health, Safety, Environment and Security (HSE&S). To begin with, all applicants interested in bidding for a Projects contract or any tender valued above USD \$1 million 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

With the risks and challenges associated with the energy industry, core focus is placed on sustaining HSE excellence. Our contractors are aware of our commitments in this critical area and play a vital role by contributing innovative ideas to further enhance HSE performance and strengthen the safety culture across Dolphin Energy. It is imperative that we share any lessons learned from past incidents with our own employees and contractors so that future incidents or near misses can be prevented.

Mr. Adel Ahmed Albuainain
General Manager

We also require many of our contractors to submit documentation of their HSE&S systems, policies, procedures and performance together with their bids as this is used in the bid evaluation stage. During the tendering process, we selectively visit and audit bidders at their location to verify their adherence to their submitted HSE&S management approach.

Every contract contains HSE&S terms that require contractors to abide by Dolphin Energy's HSE&S guidelines. Dialogue, commitment, self-assessment, and audit are the tools we use to verify that contractor practices are consistent with our guidelines. After a contract is awarded, we meet with the contractor to discuss their HSE&S system, Dolphin Energy's HSE&S expectations, and HSE&S practices and procedures for implementing the contract.

Prior to mobilization, contractors must submit a site-specific and contract-specific HSE&S plan, including a risk-based assessment and method statement for performing the contracted work safely. This must be reviewed and approved by Dolphin Energy.

Dolphin Energy periodically audits contractors prior to and during the contracted work to ensure that they comply with all agreed requirements and procedures. 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.

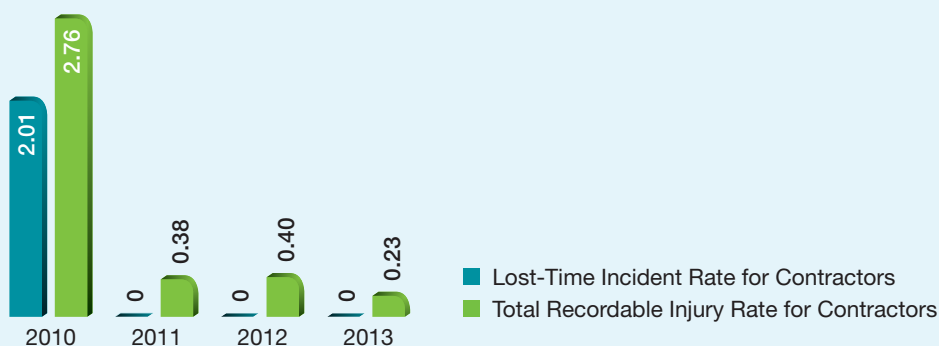
In 2013 Dolphin Energy completed a third year with a contractor lost-time incident rate of 0. The Qatar natural gas sector average for contractor lost-time incident rates was 0.10 in 2012.⁵ The recordable injury frequency among Dolphin Energy's contractors decreased from a rate of 0.40 in 2012 to a rate of 0.23 in 2013. The Qatar natural gas sector average for total recordable injury rates was 0.76 in 2012.⁶ We continue to seek to eliminate all workplace incidents.

In an effort to encourage contractors to exceed Dolphin Energy's HSE&S standards, in 2013 Dolphin Energy also recognized seven Qatar-based contractors with awards for their sustained commitment to improving effective communication strategies and enhancing overall standards across Health, Safety and the Environment (HSE).

⁵ Qatar Energy and Industry Sector Sustainability Report 2012 (<http://www.hse-reg-dg.com/qeisir2012/WWW/index.html>)

⁶ Ibid.

Contractor Safety



Contractor Safety	2010	2011	2012	2013
Total Monthly HSE&S Audits	139	80	116	87

Protecting Human Rights

Dolphin Energy has a responsibility to respect human rights and to ensure we are not complicit in human rights abuses. We seek to avoid infringing on the rights of others and are committed to providing a remedy should any harm occur as a result of our activities. Our responsibility to respect human rights applies to all of our activities and to our business relationships with others.

Dolphin Energy follows all local laws and regulations relating to human rights in the areas where it operates, and its multinational shareholder structure informs the company of dialogue on international human rights expectations.

Dolphin Energy neither condones nor permits compulsory or child labor, and no instances of either practice have been reported. Dolphin Energy does not engage in the practice of retaining employees' passports during periods of their employment.

Dolphin Energy's agreements with its contractors also address human rights issues. When working with service contractors, clauses outlining working terms and conditions (such as health and safety requirements and wage guidelines) are included in the contractual conditions.

Investing In Our Communities

Dolphin Energy invests in its communities through running programs, sponsoring events and donating to charitable causes. Investments in the community are broadly focused on the pillars of education, the environment, culture, the arts and sport.

We are committed to enhancing the impact of our community investments and aligning them with our sustainability objectives. Consequently, in 2013 we created a draft community investment guidance document, and in 2014 will approve, issue and train end users on how to make use of the guidance in order to focus on achieving a greater social return on our community investments. In the future Dolphin Energy will expand this effort to develop a detailed strategy and process, ensuring the greatest sustainable impact of our community investments.

We have described some of the highlights of our 2013 community investment program below; please visit our website for a comprehensive list of all the initiatives we support. <http://www.dolphinenergy.com/en/29/social-responsibility>

Community Contribution	2010	2011	2012	2013
Community Contributions (millions USD)	3.04	5.53	6.38	4.13
Qatar	0.44	0.58	1.55	0.91
UAE	2.60	4.95	4.83	3.22



Be'ati Watani

54,500 UAE students from 200 schools participated in Dolphin Energy's Be'ati Watani program during the 2012-2013 academic year, with the support of 300 teachers. The latest online version of the environmental education program launched in 2011 aims to educate teachers, students and their families about wildlife and environmental issues in the UAE, training them on how to protect it.

In order to expand participation in the program for the 2013-2014 academic year, 19 teacher orientation workshops were conducted across the Emirates in September and October to introduce the program and provide training on its implementation. More than 400 teachers representing 344 schools attended, half of whom were new to the program. As a result, over 300 schools were enrolled in the program by the end of 2013.

In addition to running the program in partnership with the Emirates Wildlife Society (EWS) and the World Wildlife Fund (WWF), Dolphin Energy also sends staff volunteers to visit schools and conduct classes. During 2013 Dolphin Energy, in partnership with EWS/WWF, also introduced the Be'ati Watani program to the Supreme Education Council in Qatar. As a result, the three have worked together to revise the program for introduction and use in Qatar public schools. Program launch and initial implementation is expected in 2014.

The Be'ati Watani website is an open resource, and has received over 60,000 unique visitors and over 700,000 page views. Visitors are engaging with the site, spending an average of 11 minutes browsing it.

More than 50% of visitors have returned to the site, indicating that the interest for the program remains high among students, teachers and parents. As of 31st December, 2013, nearly 27,000 students from approximately 600 schools have attempted the online quiz. While the number of approved schools along with their coordinators is around 300, the higher number indicates that students from the remaining schools have participated in the program of their own volition.

<http://www.beatiwatani.com/>

Environmental education is an important element of sustainable development... Children who are taught good environmental habits continue these actions into adulthood, therefore having a positive impact on environmental conservation in the long term.

Ajita Nayar
Education Manager at EWS-WWF

62,478 People Visited this Site**111,529**

Visits

52.91%

New Visits

730,643

Page Views

6.55

Pages/Visit

62,478

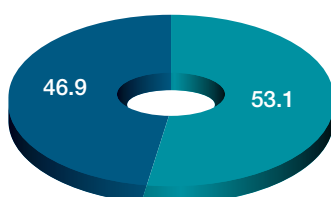
Unique Visits

30.35%

Bounce Rate

00:11:16

Average Visit Duration

Visitors to this Site

■ New Visitor ■ Returning Visitor



Dolphin Energy Doha Dash

In 2013, Dolphin Energy sponsored the inaugural Dolphin Energy Doha Dash on Qatar National Sport Day with the objective of encouraging citizens and residents of Qatar to live more physically active lives. A community fun run, the event was designed to be accessible for everyone, with 5km and 3km races for ages eight and above; a 1km race for children; and a 1km ladies' walk. More than 1,360 people participated in one of the four events on offer. Three hundred ninety-one Dolphin Energy employees and their families registered to participate.

Some Dolphin Energy employees also volunteered to help the day run smoothly and efficiently. A portion of the entry fees was allocated to the charity 'Reach Out to Asia', a Qatar-based non-profit organization that works to achieve basic, quality education for primary and secondary school children living in crisis-affected countries throughout Asia and the Middle East.

Dolphin Energy plans to hold the event again in 2014, encouraging Dolphin Energy employees to beat their times registered in the 2013 races.

GLOBE Program

The Global Learning and Observations to Benefit the Environment (GLOBE) Program is a worldwide, hands-on primary and secondary school-based science education program. The program envisions a community of students, teachers, and scientists working together to better understand, sustain, and improve the Earth's environment at local, regional, and global scales. In order to achieve this vision, the program promotes the teaching and learning of science, enhances environmental literacy and stewardship, and promotes scientific discovery. You can learn more about the GLOBE program on its website:

<http://www.globe.gov/>

In 2013, Dolphin Energy obtained approval from the Supreme Education Council (SEC) to lead collaboration between Ras Laffan Industrial City Community Outreach Program and SEC to implement the program in Qatar. In addition to sponsoring the program, Dolphin Energy's Public Relations team is working to increase participation in the program by reaching out to schools, and arranging teacher training and the delivery of program materials.



This is Dolphin Energy's fifth sustainability report, reporting on performance in the year 2013. It also provides comparative information for 2012, 2011, and 2010 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 Dolphin Energy's 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.

Completeness and boundaries of this report: Dolphin Energy has attempted to make this report as complete as possible. The report pertains to Dolphin Energy's 2013 performance (January 1st to December 31st 2013), 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.

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.

Cautionary Statement

Dolphin Energy's 2013 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, cash flows 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.

Chapters/Sections	G3.1	G4	IPIECA	SDIR
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Appendices				
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D - GRI Statement				
E - Acronyms and Glossary				

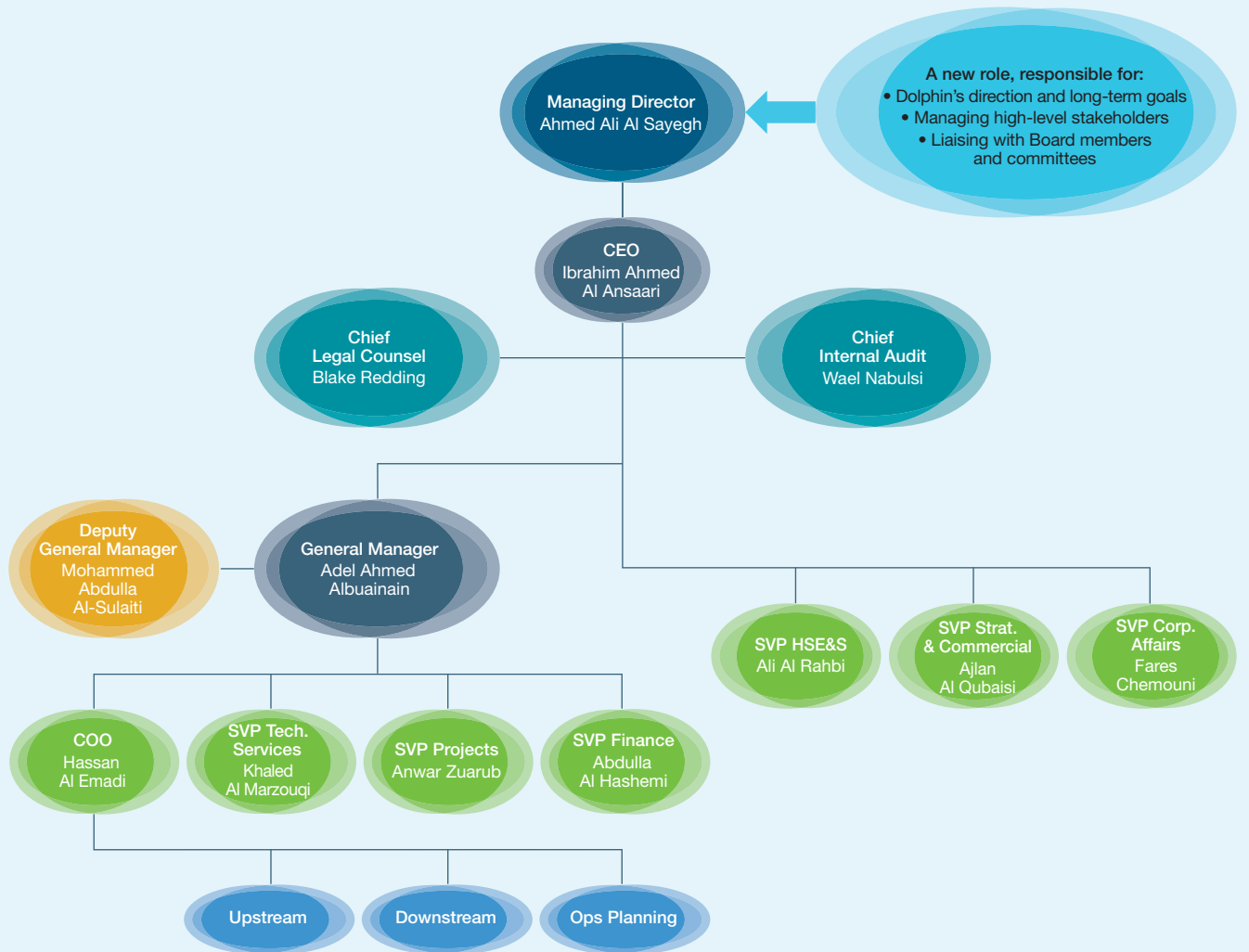
Appendix C: Stakeholder Mapping

Our Stakeholders:	We value them because they:	They expect Dolphin Energy to:	We engage them via:
Employees and Contract Staff			
<p>Over 1,200 full-time employees based between Qatar and the United Arab Emirates</p>	<p>Provide the 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 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>Regular meetings</p> <p>Performance appraisals</p> <p>Employee satisfaction surveys</p> <p>Grievance system</p> <p>Feedback/suggestion systems</p> <p>Internal newsletters</p> <p>Recognition and awards program</p> <p>Routine inspection of worker accommodation and discussions with workers regarding their welfare and conditions</p>
Shareholders			
<p>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>	<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>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</p>	<p>Representation on the Board of Directors and its advisory committees, including regular Board meetings</p> <p>Enhance performance and broader impact through sustainability management process</p> <p>Representation and active involvement as members / secondees throughout the organization</p> <p>Monthly, quarterly and semiannual reports</p> <p>Reporting on company performance via annual sustainability reporting</p> <p>Media relations activities</p>
Clients and Customers			
<p>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</p>	<p>Provide outlets for the gas 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 products at acceptable prices</p> <p>Provide cleaner energy</p> <p>Provide excellent customer service which is easily accessible, timely, and reliable</p>	<p>Ongoing engagement 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>Quarterly customer-focused publications</p> <p>Media relations activities</p> <p>Internal newsletters</p>

Our Stakeholders:	We value them because they:	They expect Dolphin Energy to:	We engage them via:
Government and Regulators			
<p><i>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</i></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, among other standards and regulatory frameworks</p> <p>Provide our 'Consent to Operate (CTO)' in Qatar and approve our Environment, Health and Safety Management System (EHSMS) in Abu Dhabi</p>	<p>Operate in compliance with the parameters set out in the DPSA</p> <p>Reduce Dolphin Energy's environmental impact and ecological footprint to the most minimal possible 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>Operate in compliance with local, national and regional regulations and laws</p> <p>Increase quality nationalization of the workforce in both Qatar and UAE</p> <p>Play an effective role towards Corporate Social Responsibility (CSR)</p> <p>Demonstrate transparency, accuracy and corroboration</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>
Local Society and Neighboring Communities			
<p><i>This includes economies and societies of UAE and Qatar; and communities located alongside facilities or pipelines such as the Ras Laffan community. At another level, it includes local stakeholder groups such as Abu Dhabi Sustainability Group, Emirates Environmental Group and Emirates Wildlife Society, as well as global and regional non-governmental organizations (NGOs)</i></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>Advance social development via investments in the community</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 to and participate proactively in environmental protection and advancement programs</p> <p>Take strong health and safety precautions</p>	<p>Joint charitable and research initiatives supporting important local causes and events</p> <p>Engagement in partnership with governments, industry bodies, and stakeholder groups (ie. the Abu Dhabi Sustainability Group)</p> <p>Engagement and collaboration with a variety of NGOs</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 to communicate with society</p> <p>Public reports as required</p> <p>Media relations activities</p>

Our Stakeholders:	We value them because they:	They expect Dolphin Energy to:	We engage them via:
Suppliers and Contractors			
<p><i>Over 1,100 registered suppliers and contractors are listed in Dolphin Energy's database</i></p>	<p>Deliver valuable, safe, and high-quality services which support our growth and success in alignment to Dolphin Energy's business priorities</p>	<p>Abide by 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>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&S and engaged contractors</p> <p>Safety awards programs</p> <p>Media relations activities</p>
The Environment			
<p><i>The Dolphin Gas Project operates within the environmental ecosystem, which must be considered and protected in order to ensure long-term sustainable operations. The environment is a silent stakeholder which must be heard</i></p>	<p>Provide the resources which Dolphin Energy extracts, meeting 30% of the UAE's energy needs</p> <p>Enable a great quality of life when protected (ie. air emissions, resource optimization, biodiversity, etc.)</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, and emission reductions.</p>	<p>Engagements with various environmentally oriented 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>
INDUSTRY GROUPS			
<p><i>Organizations and associations such as Qatar Petroleum (QP), RLC, The Supreme Petroleum Council (SPC), Abu Dhabi National Oil Company, ADESCO, OGP, Ras Laffan Environmental Society, and others</i></p>	<p>Are our business partners with whom we carry out essential business activities</p> <p>Create industry-wide initiatives and engage with the Government</p> <p>Provide a platform for sharing expertise and experiences</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>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>

Dolphin Energy’s updated top-level structure





Statement GRI Application Level Check

GRI hereby states that **Dolphin Energy** has presented its report “Powered by Performance” (2014) to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 5 May 2014

A handwritten signature in black ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 22 April 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

ADESCO	Abu Dhabi Emergency Support Committee for Offshore Operators	IPIECA	International Petroleum Industry Environmental Conservation Association
ADSG	Abu Dhabi Sustainability Group	Kg	Kilogram
ADWEA	Abu Dhabi Water and Electricity Authority	KHI	Kinetic Hydrate Inhibitor
ADWEC	Abu Dhabi Water and Electricity Company	KPI	Key Performance Indicators
AFP	Al Ain Fujairah Pipeline	Kt	Kilo Tons
API	American Petroleum Institute	LNG	Liquefied Natural Gas
BAT	Best Available Technology	LTI	Lost Time Incident
BBTU	Billion British Thermal Unit	LTIR	Lost Time Incident Rate
BCF	Billion Cubic Feet	M ³	Cubic Meter
BPEO	Best Practicable Environmental Option	MM	Million
bscf	Billion Standard Cubic Feet	MMbbl	Million Barrels
CBC	Code of Business Conduct	MMBTU	Million British Thermal Units
CEO	Chief Executive Officer	MMscf	Million Standard Cubic Feet
CIPD	Chartered Institute of Personnel Development	MWh	Megawatt Hour
CLO	Community Liaison Officer	NGO	Non-Governmental Organization
CLSCSEF	Common Low Sulfur Condensates Storage and Export Facilities	NOx	Nitrogen Oxides
COP	Community Outreach Program	OEMP	Operations of The Environmental Management Plans
CSR	Corporate Social Responsibility	OGP	Oil and Gas Producers Association
EAD	Environment Agency – Abu Dhabi	OIW	Oil in Water
EEG	Emirates Environmental Group	QP	Qatar Petroleum
EGC	Export Gas Compressor	R&D	Research and Development
EMT	Emergency Management Team	RCA	Root Cause Analysis
EPC	Engineering Procurement and Construction	RLC	Ras Laffan City
EPDD	Environment Protection and Development Department	RLES	Ras Laffan Environmental Society
EPRS	Emergency Pipeline Repair System	RLIC	Ras Laffan Industrial City
FEM	Fugitive Emissions Monitoring	RLIC COP	Ras Laffan Industrial City Community Outreach Program
GCC	Gulf Cooperation Council	RLOC	Ras Laffan Olefin Company
GHG	Greenhouse Gas	Scf	Standard cubic feet
GJ	Gigajoules	Scfpd	Standard cubic feet per day
GLOBE	Global Learning and Observations to Benefit the Environment	SEC	Supreme Education Council
GM	General Manager	SDIR	Sustainable Development Industry Reporting
GRI	Global Reporting Initiative	SO ₂	Sulfur Dioxide
GSA	Gas Sales Agreement	SWG	Sustainability Working Group
HR	Human Resources	P&C	Procurement and Contracts
HRSRG	Heat Recovery Steam Generators	PMT	Project Management Team
HSE	Health, Safety and Environment	TFP	Taweelah Fujairah Pipeline
HSEMS	Health and Safety and Environmental Management System	TRF	Taweelah-Receiving Facility
HSE&S	Health and Safety, Environment and Security	TRIR	Total Recordable Incidence Rate
IDP	Individual Development Plan	TSS	Total Suspended Solids
IFRS	International Financial Reporting Standards	UAE	United Arab Emirates
		USD	United States Dollar
		USEPA	United States Environmental Protection Agency
		VOC	Volatile Organic Compounds

Appendix F: Acronyms and Glossary *continued*

Abu Dhabi Sustainability Group	A network consisting of fifteen Abu Dhabi organizations who are committed to introducing sustainability management and reporting practices within their own organizations	G3 Reporting Guidelines	A framework for reporting on an organization's economic, environmental and social performance, created by the GRI Forum
By-product	A secondary or incidental product derived from a manufacturing process	Key Performance Indicator	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
Climate Change	Describes changes in the variability or average state of the atmosphere over time scales ranging from decades to millions of years	Natural Gas	A gas consisting primarily of methane. It is found associated with fossil fuels, in coal beds, as methane clathrates, and is created by methanogenic organisms in marshes, bogs, and landfills. It is an important fuel source, a major feedstock for fertilizers, and a potent greenhouse gas
Condensate	A low-density mixture of hydrocarbon liquids that are present as gaseous components in the raw natural gas produced from many natural gas fields	Occupational Health and Safety	A cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment
Corporate Governance	The set of processes, customs, policies, laws, and institutions affecting the way a corporation (or company) is directed, administered or controlled	Oil Platform	A large structure used to house workers and machinery needed to drill wells in the ocean bed, extract oil and/or natural gas, process the produced fluids, and ship or pipe them to shore
Emiratization	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	Onshore Drilling	Refers to the land-based discovery and development of oil and gas resources
Environmental Management System	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	Offshore Drilling	Refers to the discovery and development of oil and gas resources which lie underwater through drilling a well. Most commonly, the term is used to describe oil extraction off the coasts of continents, though the term can also apply to drilling in lakes and inland seas
Ethane	At standard temperature and pressure, Ethane is a colorless, odorless gas with chemical formula C ₂ H ₆ , 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	Qatarization	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
Flaring	Combusting waste gas released by pressure relief valves during unplanned over-pressuring of plant equipment	Stakeholder Engagement	The process by which a firm's stakeholders engage in dialog to improve a firm's decision-making and accountability toward sustainable development and achieving the triple bottom line
Gas Venting	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	Stakeholders	A party that affects or can be affected by the actions of the business
Global Reporting Initiative	A long-term multi-stakeholder, international process whose mission is to develop and disseminate globally applicable sustainability reporting guidelines	Sustainability	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
Greenhouse Gas Emissions	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	Sustainability Reporting	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
Gulf Cooperation Council	A political and economic union involving the six Arab states of the Arabian Gulf, with many economic and social objectives		

