



Building Pathways to the  
**New Tomorrow**



**2019** SUSTAINABILITY REPORT



## About this **Report**



Atlantic is pleased to share our 16th *Sustainability Report*. This Report provides highlights of our performance during 2019 in key areas of our business. It also demonstrates how our Sustainability efforts continue to create value for our stakeholders and positively impact the wider society in which we operate.

For additional information about what we do, visit our website at [www.atlanticng.com](http://www.atlanticng.com). If you would like to provide feedback on this report, you may contact us at [media@atlanticng.com](mailto:media@atlanticng.com).



# Foreword

By Dr. Philip Mshelbila, CEO

At the time of writing, the world is still battling against the COVID-19 pandemic. Courageous service by health professionals and others on the frontline in several countries, combined with national lockdowns and “stay at home” orders have helped to contain the spread of the virus, but not before the tragic deaths of hundreds of thousands of people. In some nations, the curve of the spread of infection appears to be flattening, but the return to a type of normalcy may take some time.

Atlantic joins the ongoing global salute to the heroes of this hour: whether they are nurses, doctors, law enforcement officers, or others; employees who have had to switch to working from home; or children for whom schooling now takes place fully online. At Atlantic, all our staff has had to adapt to new ways of working, especially our operational staff who keeps our Trains running. These displays of heroism continue to inspire. Examples abound of genuine selflessness and the spirit of community, highlighting the values that must continue to underpin our collective future.

It is therefore also time to prepare for the period of global rebuilding that is to come. In this scenario, Atlantic believes that the strategic focus on Sustainability by companies such as ours can make all the difference. Our Sustainability Report describes some of the work that we undertook throughout 2019 to continue embedding this strategic focus into our business. Even in this time of global crisis, the progress we have made in 2019 in future-proofing our operations remains relevant, and so too do our initiatives that aim to create far-reaching opportunities for the children of Trinidad and Tobago.

Through our work over the years, Atlantic has learned that a better future can be built by making choices that embrace better ways of doing things and of collaborating with each other. Atlantic joins the companies, communities and families who commit to keep making these choices, advancing together on pathways to a new tomorrow.

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The Leadership  
Perspective

## Building for the Future:

Interview with the CEO



Dr. Philip Mshelbila

**On the heels of Atlantic's 20th anniversary celebrations last year, a key highlight was the development of a new corporate strategy. What were the drivers for this strategy and how will it position Atlantic for the next 20 years?**

I continue to be humbled by the fact that I lead a company that is so instrumental to the socioeconomic development of Trinidad and Tobago and a key player in the global LNG business. I applaud the talent, ingenuity and commitment of our employees, who fully embrace our aspiration - "transforming lives by passionately energising our world". It is the tireless energy and unwavering dedication of

Atlantic's people that enables and readies our company to continue making a significant contribution to the country and the global industry.

Our imperative to future-proof our business for the next 20 years and beyond has been the key driver to our new strategy to become a world-class LNG producer. The unprecedented circumstances facing the world right now, combined with the ever-evolving business landscape signal that the future remains uncertain. Now more than ever, therefore, our company must develop considerable agility. We must be able to sustain this capacity for as long as we are able.

At the same time, we are keenly aware that our agility must be developed alongside a firm resolve to remain true to our core values, the Atlantic splrit values – Safety, Performance, Integrity, Respect and Teamwork, and the demonstration of those values by the individual – that is, every single employee – and by extension, those who work alongside us. Our values are our moral compass and we cannot venture forward into the future without them.

**In what ways does the new strategy alter the company, given the emphasis you are placing on agility in a dynamic business environment?**

The foremost ‘change’ that the new strategy brings to our company is a clear declaration about our corporate identity: who we want to be and how we will become this and sustain our status in a competitive environment.

As I said previously, our clear strategic declaration is that we want to be a world-class LNG producer. In doing this, our mission is (i) to sustainably produce LNG safely, efficiently and reliably; (ii) to develop the capability of our people; and (iii) to enable the economic and social betterment of Trinidad and Tobago – to be a ‘Force for Good’.

As with everything else in life, this is a journey, with a clear sense of purpose and direction. We spent a great deal of time describing our destination, detailing what ‘world-class’ looks like. This helped us identify eight core areas of focus across the business and ambitious but achievable targets.

It could even be said that we have a manifest of sorts for our journey – that is, the facilitators that we know we will need to reach our destination. These facilitators are our three key Strategic Enablers: Cultural Transformation; Digitalisation; and Continuous Improvement.

With the enabler of Culture, we single out the way of life of our people who are the core of our strategy. Without our employees and their talent, passion and energy, we can neither achieve nor sustain world-class operations. We believe therefore that it is imperative that we focus on developing our people’s capability. We want to ensure that they have the right skills, mindsets and behaviours that will empower them to succeed in the dynamic future – reshaping our culture as necessary to achieve the Atlantic Way. The Atlantic Way is the right organisational culture that will enable our people to be innovative, adaptable and capable to operate in the continuously evolving business environment that has

already begun to emerge. Our emphasis will be on strengthening the capacity and potential of our people to lead in everything they do.

The second enabler, Digitalisation, highlights the critical role of technology in making our operations safer, more efficient, more productive and able to deliver greater value. We do not pursue technology for its own sake, but for its ability to secure specific advantages and help achieve specific business goals. Digitalisation will enable us to become faster and smarter, with keener business intelligence driven by robust data capture and use, as well as nimble operations powered by leaner processes.

Our third enabler, Continuous Improvement (CI) has been in train since 2018 when we adopted the Japanese kaizen methodology. CI continues to discover hidden value and opportunities throughout the company and in 2019, Atlantic benefitted from the difference that small but consistent improvements have made over time. This step-by-step process is par for the course on our journey to world-class, and we will patiently but progressively embrace our ability to become incrementally better at what we do. CI will energise our ongoing operational excellence, deepening our adaptability and readiness for the future.

**Regarding corporate performance in 2019, what were the key challenges that faced Atlantic and what are some of the lessons that the company is taking forward into the future?**

In addition to the celebration of our 20 years of safe operations and over 4,000 cargoes of LNG shipped, 2019 was a year that emphasised the ever-present need for sustained focus on the fundamental aspects of our business. We cannot neglect this as we ready ourselves for the future, and it is perhaps a key lesson for the next phase of our journey – we must sustain focus on our fundamentals.

We continue to be concerned about Lost Time Incidents (LTIs) and High Potential (HIPO) incidents – we experienced 5 LTIs and 4 HIPO incidents last year. We deeply regret this, and an extensive cross-functional effort was mobilised to identify and address the root causes. We also had a Tier 1 leak, an unfortunate development which has regrouped us around our efforts to continue strengthening our process safety and asset integrity systems. We have resolved to eliminate all such incidents. We call this ‘Goal Zero’ – zero incidents, zero leaks and zero disruptions in our plant systems. Work on this will continue in 2020 and beyond.

We were encouraged by some successes in 2019 that testify once again to the creativity and commitment of our people. Our inspiring performance in surpassing our target for Green House Gas (GHG) emissions reduction helped to realise great savings. This commendable accomplishment has raised the bar on what we can achieve in this area. Additional value was also unlocked by CI initiatives and company-wide cost management, resulting in strong performance in our operating expenditure.

These achievements are the result of the diligence and innovation of Atlantic's people, and their drive to enhance our efficiency. Considerable work was done throughout 2019 to lay the foundation of a new culture that further enables them. Several initiatives arising out of the 2018 Employee Opinion Survey were implemented – from flexible working arrangements to job enrichment rotations, to continuous learning initiatives. These upgrades are an important component of our new strategy and emphasise the centrality of Atlantic's talent to our future success.

### **How will the new corporate strategy evolve to face the emerging challenges facing the company and the global LNG business?**

Changing times call for changing strategic responses and it will be no different for us at Atlantic. At present in the global LNG industry, all eyes are on the low demand and very low prices for our product. The return to any normalcy may take some time and all companies must prepare for this, perpetually weighing the options for business continuity, cost leadership and competitiveness.

Climate change and global warming will continue to be of concern. Aggressive measures to achieve energy efficiency remain an urgent requirement, as well as an overhaul of some of the world's most fundamental choices about energy consumption. As the world transitions to a new order in global energy, Trinidad

and Tobago will continue to be relevant, thanks to its natural endowment of natural gas, the cleanest fossil fuel. Atlantic, too, will therefore have a role, but it has never been more crucial for us to become more efficient and deliver more value.

Considering these challenges, a key part of our strategy will involve us continuing to explore how our business model itself must evolve. Technology will be indispensable to this exploration, and we will continue to actively seek out and identify the new technologies that will help reconfigure us for a successful tomorrow. Projects in progress are considering solar energy and its potential role in our operations; augmented reality; business intelligence; predictive analytics; and process automation.

### **Given these challenges, how will Sustainability continue to contribute to Atlantic's operations?**

We see ourselves not only as an LNG producer, but as an energy business of the future that can continue to transform people's lives for the better. This directly relates to our commitment to Sustainability and our focus on facilitating initiatives that create opportunities for the next generation.

We will, therefore, continue to support our NGO partners and their work in developing entrepreneurship; educating children and youth; raising environmental awareness; and facilitating health, wellness and holistic development of sports – all enabled by increasing use of technology. We will continue to work collaboratively with our service providers to share best practices and help build capability among the sector's workforce. These areas of focus remain dear to the hearts of our people and will continue to inspire us as we pursue our journey to world-class status! Sustainability is what enables us to not only become, but also remain world-class 20 years from now and beyond.



# Strategic Enablers

## Cultural Transformation

Atlantic's transformation into a world-class organisation begins in the hearts and minds of our people. Our people are at the heart of all we aspire to become and to do - their talents, creativity, mindsets and ability to adapt to meet the demands and challenges of the competitive environment and the emerging future.

Throughout 2019, Atlantic focused on sowing the seeds of the culture that our new strategy and our people will require to achieve our objective of world-class status. This new culture will be embodied by enhanced leadership capability, new employee skill sets, nimble processes and systems, and a workplace environment energised by innovation, Continuous Learning and CI.



## Digitalisation

As digital transformation sweeps across global business, the oil and gas industry – just like other industries – continues to pursue technology and data-driven solutions to boost performance, enhance efficiency and reduce risk and cost. Atlantic has developed our Digital Roadmap, which aims to “technologically transform energy solutions through the Atlantic digital ecosystem.” The Plan charts our digitalisation journey, which in 2019 saw us navigate successfully through several milestones, including:

- **A one-day digital workshop, leveraging the talent and passion of Atlantic’s people.** Our employees identified opportunities to deploy technology to solve current business challenges and devised 69 initiatives to be explored and implemented in technologies such as augmented reality, business intelligence, predictive analytics, process automation, robotics and use of drones.
- **Use of ‘digital sprints’ – setting up intensive problem-solving sessions that involve cross-functional talent.** Taking a completely different approach to traditional project management, digital sprints have yielded fantastic results. In one case last year, the project conceptualisation process – typically a six to nine-month period – was reduced to a period of two weeks.

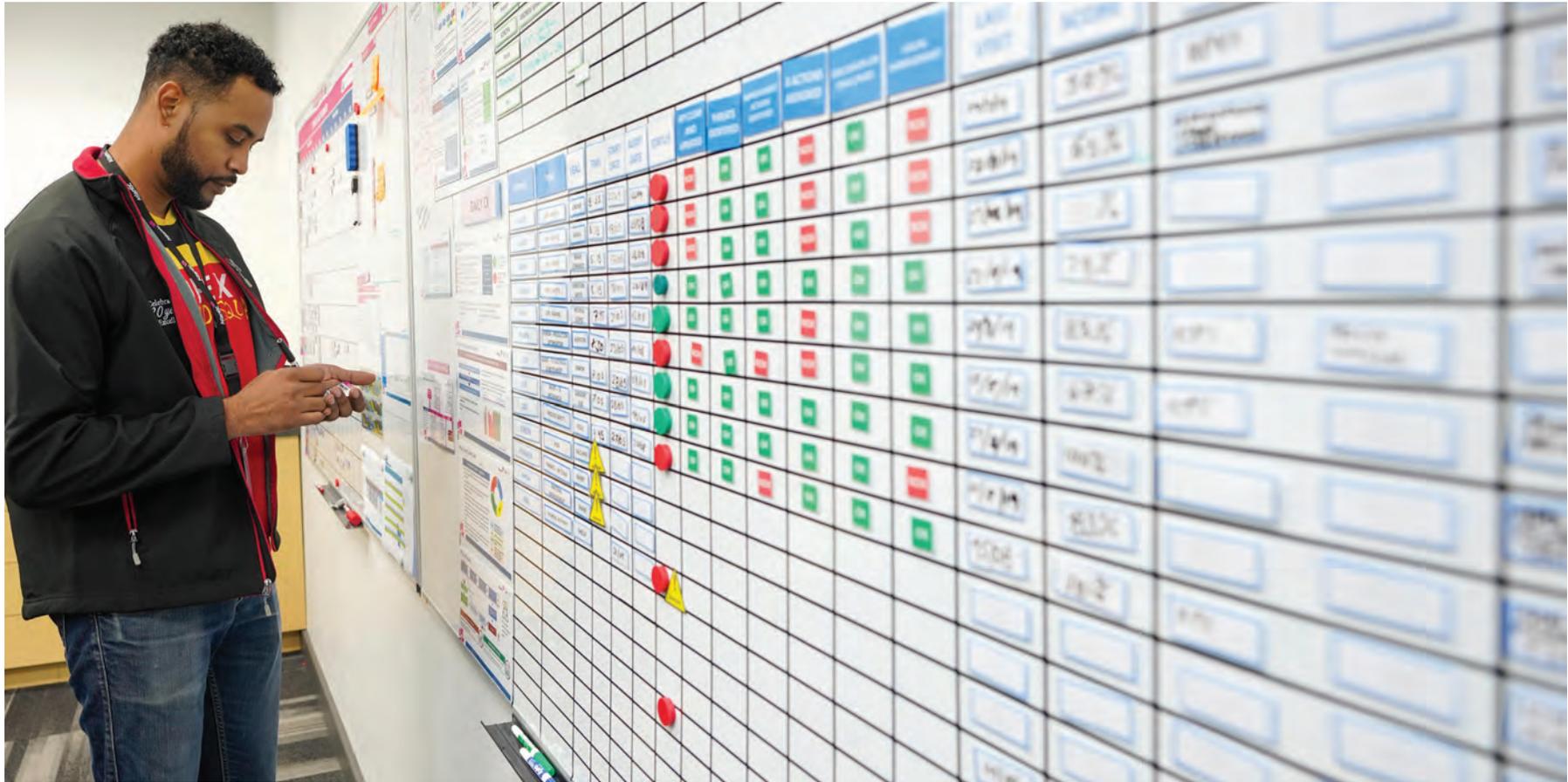


- **Completion of the initiative to make our entire facility wireless.** This has allowed us to make technology more readily available in the field where the LNG is being produced. Plant personnel uses intrinsically safe devices which give them real-time access to data and systems as well as video conferencing capability in the facility's process area, eliminating the need for manual paper-based processes, increasing productivity and making their work simpler to execute.
- **Installation of business intelligence (BI) dash boards which harness the power of data.** These boards pull information from data warehouses giving our leaders and employees real-time information, accessible anywhere,



on any device – including on our mobile phones. The interactive BI dash boards facilitate viewing of the live status of the plant, including production, utilisation levels and inlet gas flows and detailed analysis of reports on performance, expenditure and supply chain management.

Atlantic's digital transformation is fully underway and will play a critical role in the company's journey towards world-class status.



## Continuous Improvement

In 2019, Atlantic achieved even more momentum in its implementation of the Kaizen philosophy of Continuous Improvement (CI), which underpins the Atlantic Optimisation Programme (AOP).

AOP aims to embed a culture of innovation and CI throughout the company, enhancing our competitiveness in the ever-changing business environment. CI focuses on implementing incremental and breakthrough changes to processes and systems that amount to effective and sustainable benefits in the long term. The CI approach has included the use of visual management via whiteboards and daily team meetings to visualise the status of projects and build greater

inter-team collaboration. CI encourages employee interrogation of 'pain points' in projects and processes to identify opportunities to develop focused problem-solving interventions.

Throughout 2019, CI helped develop key initiatives to address various challenges impacting corporate performance in specific aspects of safety, asset integrity and productivity. CI methodology helped with exhaustive root cause analysis and generation of solutions, in such areas as leaks management, equipment trips, dropped objects and maintenance outages.



# Who We Are

Until greater progress is achieved in the global transition to alternative energy, fossil fuels are projected to remain dominant for several years into the future, powering international trade and commerce and global economic prosperity. Cleaner fuels such as liquefied natural gas (LNG) will increase in significance, helping address the priority to reduce carbon emissions and preserve the global environment for generations to come.

LNG-producing countries such as Trinidad and Tobago are therefore instrumental to the destiny of the planet. As a member of the world's growing complement of LNG production companies, Atlantic LNG Company of Trinidad and Tobago is aware of our responsibility to the future. Our 4-Train liquefaction facility based in the community of Point Fortin on the country's south-west coast, processes LNG from natural gas supplied from offshore fields. Our LNG is shipped to several countries around the world, and at home is an enabler, contributing to the national economy and also to our company's aim to build Sustainability - the foundation of a better tomorrow for Point Fortin and the wider country.

Sustainability requires our facility's operations to be pacesetter in the areas of safety, plant utilisation and reliability. It also requires us to be a leader in ethical and transparent business conduct, an exemplar of corporate responsibility and an employer of choice. For more detailed information on our business, visit our website at [www.atlanticlng.com](http://www.atlanticlng.com).



# What's Important to Us

## OUR CORE VALUES

The Atlantic *sprit* values are the deepest expression of who we are as a company. They help shape the way we conduct our business, keep us grounded through changing landscapes and underpin our corporate culture.



### Safety

"We will do it safely or we will not do it" in order to achieve our goal of no harm to people and to minimise our impact on the environment. In Process Safety: "Our assets are safe and we know it" guides us to be ever vigilant in this crucial area.



### Performance

We will create an environment where our people and stakeholders will be inspired to deliver the highest levels of performance and seek to be the best that they can be.



### I

Each and every one of us as individuals, embodying these values.



### Respect

We will respect each and every individual. We will create a trusting, open and inclusive environment.



### Integrity

We will commit to upholding the highest standards of ethical conduct and governance. We will conduct our business with integrity.



### Teamwork

We will support one another and work together as One Team.

## OUR STRATEGY



### Our Aspiration

To transform lives by passionately energising our world



### Our Vision

We want Atlantic to be a world-class LNG producer



### Our Purpose

- To sustainably produce LNG safely, efficiently and reliably
- To develop the capability of our people
- To enable the economic and social betterment of Trinidad and Tobago – a Force for Good



### Our Areas of Focus

- Health and Safety
- Environment
- People
- Production (Reliability, Availability and Conversion Efficiency)
- Cost and Value
- Project Excellence
- Productivity
- Reputation



### Strategic Enablers

- People – Cultural Transformation
- Digitalisation
- Continuous Improvement

## OUR STAKEHOLDERS

Stakeholder engagement is a significant part of Atlantic's efforts to positively impact our business, community and the wider society in which we operate. We believe that by growing strong, meaningful alliances and pursuing active dialogue with key groups, this brings us closer to anticipating challenges and finding solutions in a responsible and transparent way. Our key stakeholders include our employees, the member companies of our shareholder ("Members"), service providers, central and local government, regulatory agencies, local communities and the media.

## OUR MATERIAL ISSUES

To determine our material issues, we first consider:

- Core business sources such as our corporate strategy, corporate performance contract and risk management process
- Material issues identified by the Members
- Issues identified by our stakeholders

We seek feedback from our stakeholders on our initial prioritisation of issues. Relevant feedback is reviewed and informs our subsequent process of determining the issues of the highest priority for our business.



## OUR ECONOMIC IMPACTS

Atlantic's economic contributions 2017-2019

	Values in millions of US\$		
	2019	2018	2017
Taxes			
Corporation Tax	175.9	234.2	218.6
Green Fund Levy	6.4	8.9	6.3
Withholding Tax	9.0	8.3	6.2
Sub-Total	191.3	251.4	231.1
Staff salaries and benefits*	61.2	55.7	60.7
Spend on training and development	1.0	0.5	0.8
Spend on local suppliers	118.94	115.35	100.3
Sub-total	181.14	171.55	161.8
<b>Total</b>	<b>\$372.44</b>	<b>\$422.95</b>	<b>\$392.9</b>
Employees and suppliers			
Number of employees	557	567	621
Number of local suppliers supported (businesses)	513	537	542

\*Staff salaries and benefits include PAYE



## Our Sustainability at Work



Corporate Governance



Health/Safety/Environment



Process Safety



People



Supply Chain



Community Development





## CORPORATE GOVERNANCE

At Atlantic, our Corporate Governance Framework enables and supports a business environment that is fair, transparent and accountable. Our Corporate Governance mechanisms underpin our aim to achieve sustainable business performance, act responsibly and mitigate risk to our business, our people and our reputation.

The governance framework integrates the set of relationships between the Leadership Team, the shareholders, our employees and other stakeholders. Our

governance structure is guided by the objectives of the organisation and achieved through an integrated system of corporate policies and procedures which are monitored to achieve transparency, independence, accountability and integrity.

At Atlantic, we have a culture of zero tolerance for fraud, bribery, corruption, money laundering and any other illegal activity.

For more information on Corporate Governance, visit our website at [www.atlanticlng.com](http://www.atlanticlng.com).

## HSE AND PROCESS SAFETY

### Safety

In 2019, Atlantic recorded five Lost Time Incidents (LTIs) and four High Potential (HIPO) incidents. The CI initiatives developed in 2018 to target key risk areas were fully implemented and several related safety systems and processes were upgraded.

Incidents involving dropped objects remain an area of concern for the company. The CI initiative that focused on eliminating these incidents reduced the number of episodes year-on-year from 20 to 13. We will continue with our sensitisation campaign aimed at employees and service providers, emphasising strict compliance with our various protective measures.

The CI initiative targeting Vehicle Ignition and Collision Risk significantly reduced the number of vehicles on site, successfully mitigating a risk identified in 2018's safety audit. The Learning from Incidents CI project resulted in a new, robust system of quality assurance of investigation actions and their focus on addressing root causes to prevent repeat incidents. Additionally, an enhanced communication plan for lessons learnt was developed, incorporating multiple ways to share lessons effectively to different target audiences. The company also appointed a new role dedicated to the continued improvement and maintenance of the investigation process and embedding the lessons into company operations. In 2020, we will implement a new, more user-friendly lessons learnt database, capable of integrating with corporate and team planning processes.

Atlantic also embarked on establishing an organisational Just Culture. Defined as a corporate environment where employees and contractors are encouraged to report incidents, near misses and essential safety-related information, Just Culture also clearly describes acceptable and unacceptable behaviour and holds employees accountable for deliberately reckless or negligent conduct. The initiative ascribes value to employee HSE behaviours that meet company expectations. Just Culture is considered a fundamental strategy to enhance



Atlantic's strong safety culture and has already been rolled out across the organisation. The programme is supported by an intranet resource portal and other display media. Associated policies will be implemented in 2020.



## Our Sustainability at Work

### HSSE Performance

Focus Area	Leading Indicators	UOM	2019	2018	2017
HSSE Leadership	Man-Hours	Hours	3,810,823	3,628,266	3,401,371
	Participation in Leadership/Management Walkdowns	Num	716	622	771
	Leadership Structured Field Assessments	Num	10	10	9
Control of Work	Permit Package Deviation	%	N/A	5.69	5.71
	Control of Work Assessments (2017-18)/Self-Verifications (2019)	Num	N/A	43	23
	Self-Verifications	Num	4,111		
Contractor Management	Contractor Management/Supervision Walkdowns	Num	74	137	138
	Contractor Safety Meetings	Num	89	215	117
Employee Involvement/Participation	Employee Interventions (STOPs, Permit Audits, Hazard Reports etc.)	Num	13,802	11,965	12,235
	Near Misses	Num	194	136	153
HSSE Training	HSSE Training	Man-days	992	1,763	1,025
Emergency Response	Completion of Planned Emergency Response Drills	Num	79	82	25
Corrective Actions/ Lessons Learnt	On-Time Closure of Actions from Incident Investigation and LL by Month	%	78	67	48
		%	77	79	67
Focus Area	Leading Indicators		2018	2017	
Health and Safety	OSHA Recordable Frequency per 200,000 Hours	Frequency	0.315	0.110	0.176
	OSHA Recordables - Restricted Work Case/Medical Treatment Case	Num	1	2	2
	OSHA Recordables - Lost Time Injuries (LTI)	Num	5	0	1
	OSHA Recordables - Fatalities	Num	0	0	0
	High Potential Incidents (HiPO)	Num	4	3	2
	First aid cases (Work Related)	Num	50	44	69
	Vehicular Accidents	Num	12	11	13
	Dropped Objects	Num	13	20	22
Security	Security Incidents Resulting in Loss>US\$10,000	Num	0	0	0
Environment*	Total Number Spills outside Secondary Containment U 10L **	Num	3	10	10*

## PROCESS SAFETY

Our strategy to operationalise process safety continued to receive priority focus throughout 2019, with several plans implemented to enhance the company's process safety and operational risk management systems. A Tier 1 leak highlighted additional areas of work to be undertaken, which will continue into 2020 and help us achieve the objective emphasised in our Process Safety motto: "Our assets are safe and we know it".

### Live Barrier Model

A major highlight for 2019 was the groundwork laid for the implementation of *Riskpynt*, a specialised software application that facilitates viewing a live barrier health model of the Atlantic facility i.e. a real-time illustration of the plant's safety-critical equipment. Using real-time data to visualise cumulative facility risk, this live barrier health model will help inform decisions on facility risk management and streamline maintenance and reliability work activities. *Riskpynt* will come fully online in 2020.

### Embedding Process Safety Knowledge

To further embed process safety into the facility's cross-functional workflows, several key workshops were held in 2019 to deepen our staff's understanding of process safety and operational risks. One workshop focused on the development of Bow Ties i.e. diagrams used in risk management to illustrate relationships between the threats, barriers and consequences of major accident events (MAEs). This workshop helped with the completion of 17 Bow Ties associated with MAEs which had been previously identified during Hazard Identification (HAZID) and Hazard and Effects Register (H&ER) workshops. The HAZID and H&ER workshops focused on operational and process hazards and identified the necessary controls to manage inherent and emerging risk for the facility. Barrier health and mitigation measures for ineffective barriers were further examined using Barrier Effectiveness Workshops. Other work in 2019 included development of a Hardware Barrier Assessment guide, implementation of a pilot assessment and creation of a five-year plan to assess Atlantic's facility.





### Stakeholder Engagement - Process Safety Week

The 8th annual Process Safety Week was held in June 2019 with the theme “Operationalising Process Safety”. Employees and service providers were given a greater understanding of the systems and barriers that protect the company from process safety and operational risk. Simulated learning and games in the event’s display booths helped build hands-on knowledge of key process safety topics.

### HEALTH

In the area of Health, Atlantic aims to create and maintain a pacesetter Health and Wellness programme that facilitates the company’s holistic approach to occupational health management. The comprehensive suite of initiatives which has been developed over the years enjoyed increased employee participation in 2019, with several staff members making healthy choices in pursuit of healthy lifestyles. Corporate performance continued to be supported through the industry-leading practices demonstrated in our Wellness Services, Fit for Work and Executive Medical Programmes and Fatigue Risk Management initiatives. Atlantic also shared best practices at local and international fora, including the annual HSSE Conference hosted by AMCHAM Trinidad and Tobago.

In 2019, Atlantic continued its work with the HSE Subcommittee of the Point Lisas Energy Association (PLEA) to standardise the drug and alcohol testing requirements for contractors at Point Lisas and by extension, wider industry. This work was further to PLEA’s adoption of Atlantic’s own testing criteria in 2018. An important next step is the implementation of an accreditation framework for laboratories that conduct drug and alcohol testing for PLEA members. Work to establish this framework is on target for completion in 2020.



*Dr. Ishvan Ramcharitar, Atlantic’s Chief Medical Advisor, presenting on psychological well-being issues at the AMCHAM HSSE Conference*

## ENVIRONMENT

The extensive work done in previous years to develop Atlantic's GHG and Energy Management Plan bore fruit in 2019 as several initiatives entered full execution.

We achieved our targets for GHG emissions reduction, testimony to the engineering and operations ingenuity deployed in such projects as Reduced Ship Load Flaring; Spinning Reserve on the Gas Turbine Generators; and the Revive Booster Boil Off Gas (BOG) for Train 1. As part of our strategic commitment to contribute to global environmental preservation, preliminary work began on a pilot project to explore how solar energy can be leveraged into LNG operations. This project is fully aligned to the company's new thrust towards technology solutions that future-proof our business.

New plans for soil and groundwater management and effluent management were implemented to further our aim to eliminate pollution sources. The company's Environmental Management System (EMS) underwent a productive surveillance audit and we successfully maintained our ISO 14001:2015 certification. Three minor weaknesses identified in the audit will be addressed by three CI projects in 2020. Two of these projects will help to strengthen risk management of chemical releases and hazardous materials, while the last will increase staff awareness on general and facility-specific environmental issues.



*For World Environment Day, Atlantic employees planted the double heliconia (the national flower) at our facility and took home some 2,000 seedlings as part of a company tree-planting initiative. For key global environmental dates, Atlantic hosts eco-lectures for staff and contractors and other activities to build awareness and encourage adoption of environmental practices.*



## Environmental Performance

Indicators	UOM	2019	2018	2017
<b>Energy</b>				
Energy Use - Fuel	Terajoules	95,760	96,316	89,509
Energy Use - Electricity	Gigajoules	14,897	19,252	18,428
Energy Intensity Ratio	Megajoules/MMBtu	144	147	152
<b>Flaring</b>				
Total Natural Gas Flared	tCO2e	316,004	389,271.6	337,090
Total Flaring	tCO2e	422,775	508,649.5	458,477
<b>GHG Emissions (Scope 1)</b>				
Carbon Dioxide	tCO2e	5,115,857	5,210,620	4,838,389
Methane	tCO2e	70,007	79,717	69,244
Nitrous Oxide	tCO2e	4,932	5,196	5,222
HFCs	tCO2e	84	43.14	1894
Total Scope 1	tCO2e	5,190,880	5,295,576	4,914,749
GHG Intensity Ratio	tCO2e/TBtu	7,792	8055	8,359
<b>GHG Emissions (Scope 2)</b>				
Carbon Dioxide	tCO2e	2,417	1,927	3,368
Methane	tCO2e	3	2.05	3
Nitrous Oxide	tCO2e	9	6.9	11
Total Scope 2	tCO2e	2,428	1,935.95	3,382
GHG Emissions (Scope 1&2)				
Total GHG	tCO2e	5,193,308	5,297,512	4,918,131
<b>Waste</b>				
Hazardous Waste Generated	Tonnes	32,154	12,950	4,707
Non-Hazardous Waste Generated	Tonnes	1,054	611	1,905
Total Waste	Tonnes	33,208	13,567	6,612
<b>Spills</b>				
Hydrocarbon Spills	Barrels	1	22	20.31
Other Spills	Barrels	49	4	9.80

## PEOPLE

At the core of what we do to produce LNG safely and to be a 'Force for Good' for Trinidad and Tobago, is our people – truly, our most valuable asset. Harnessing our employees' skills, talents and passion while developing a distinctive culture that is rooted in performance excellence, lies at the heart of sustaining a competitive, innovative and agile business poised for the future.

### Developing the People Strategy

In 2019, we progressed our journey to define the new People Strategy, the blueprint for the cultural transformation required to accelerate Atlantic's aspiration of becoming a world-class LNG producer. The five-year plan was informed by extensive consultation with employees and a rigorous assessment of the workforce requirements for sustained success in the shifting landscape of the global energy business.

Throughout 2019, we began to operationalise the People Strategy. Guided by the deeper insights from 2018's Employee Opinion Survey (EOS), we revamped a number of policies and programmes to further transform us into an Employer of Choice and an organisation committed to performance, innovation, Continuous Improvement (CI) and Continuous Learning.

### Enhancing Performance for an Agile Workforce

Through extensive work and a fully committed leadership involvement, we finalised upgrades to the company's performance management framework. The upgrade included a rework of the performance criteria, creating new opportunities for our people to deliver exceptional results through our *spirit* values. New technology systems to support the enhanced performance evaluation process were also introduced. Digitising the organisation's Performance and Talent Management systems, which come fully on board in 2020, will enable the cascading of the business's performance objectives, and house data and analytics in support of Talent Management decision-making for both leaders and employees.





## Our Sustainability at Work

### PEOPLE

continued



Our aim to create a more agile workforce became even more of a reality when new flexible working arrangements were rolled out in 2019. The possibilities for flexi-time energised our staff and helped drive even stronger corporate performance and greater work-life balance.

### Building Capability, Building Culture

Our people development approach has focused on creating opportunities for employees to broaden their knowledge of the business and to learn critical new skills required by the company to sustain our competitiveness for the future. These opportunities include intra-team and inter-department moves and swaps, special rotations and secondments within Member companies, bespoke short-term international assignments and project placements in support of Continuous Improvement and Continuous Learning. Atlantic will continue to focus on keeping our people engaged, motivated and equipped for the future.





## SUPPLY CHAIN

Atlantic places special emphasis on optimising the efficiency of our supply chain management practices to yield agile, robust and value enhancing outcomes in support of the company's operations. In driving efficiencies across the entire value chain, the supply chain functions actively support safety leadership through effective contractor management, development of local suppliers, development of supply chain professionalism and the transfer and exchange of best practices. In 2019, we furthered our work in leveraging our relationships and engagements with key service provider firms to help lift wider industry performance in the areas of HSSE and process safety, employee relations, governance and ethical conduct.





## SUPPLY CHAIN

*continued*

Two strategic initiatives in 2019 aimed to build risk management capability in major supplier firms in our value chain. The first was a series of special focus group sessions with suppliers to deepen their Business Continuity Planning (BCP) and help ensure robust BCP frameworks in their own operations. The sessions emphasised the critical need to identify potential business-disrupting scenarios and develop risk prevention and risk mitigation strategies.

The second strategic engagement was a Risk Review workshop for service provider companies involved in the transport of hazardous materials and equipment to Atlantic's facility. This workshop broadened awareness of the requirement for journey management and risk management, and the need for synchronised approaches to reduce the common risks. Follow-up sessions in 2020 will build assurance around the collective strategy in this critical area.





## COMMUNITY DEVELOPMENT

The future of the next generation has long been a focus of Atlantic, as has our desire to help build opportunities that foster the sustainable development of our home community Point Fortin and Trinidad and Tobago. This is the hallmark of our aspiration to be a responsible corporate citizen.

We consider our strong relationships and regular engagement with our stakeholders and NGO partners as instrumental to the achievement of our sustainability objectives and assets of great value to our business. Our stakeholders have been key collaborators in the development of our social investment initiatives, and their feedback continues to guide our interventions in four key areas of focus: Sports, Education, Environment and Entrepreneurship. Throughout 2019, these initiatives continued to impact beneficiaries across the country. Atlantic also contributed to ad hoc requests for support, considered by our Sponsorships and Donations Committees.



## COMMUNITY DEVELOPMENT

*continued*

Our current emphasis on future-proofing our business has inspired our search for new ways to strengthen our social investment initiatives and ensure that they achieve their potential for positive transformational impact. A strategic review of our programmes began in 2019 in consultation with our NGO partners. This important work will continue throughout 2020 and will build assurance around those programmes selected as the right fit for the emerging future.







## COMMUNITY DEVELOPMENT

continued

### Environment

#### Key Programmes

- National Sea Turtle Tagging and Monitoring Programme via the Turtle Village Trust
- Atlantic Environmental Education Series

#### 2019 Progress

**241** Individual beneficiaries | **\$112k** Expenditure in US\$

### Entrepreneurship

#### Key Programmes

University of Trinidad and Tobago (UTT) Agricultural Enterprise Training; Loan for Enterprise and Network Development Agency (LEND) - the LEND micro-financing Programme issued its first loan in December 2014 with the aim to improve livelihoods and to diversity economic capabilities of citizens in areas outside of the traditional oil and gas sector.

#### 2019 Progress

**130** Loans issued | **\$738k** Value of 2019 loans in US\$

## Community Development Performance Data

### Sport, Health and Well-Being

#### Key Programmes

- Atlantic Primary Schools Learn to Swim Programme
- Atlantic National Primary Schools Swim Meet
- Atlantic Primary Schools Tennis Programme
- West Indies Players' Association (WIPA) in the Community Cricket Programme
- Atlantic Real Madrid Social Sports School
- Atlantic National Primary Schools Cricket League
- Atlantic National Primary Schools Football League
- Atlantic National Primary Schools Track and Field Championships
- Atlantic National Primary Schools Multi-sport Series
- Atlantic Coaching Excellence (ACE) Programme

#### 2019 Progress

**14.5k** Individual beneficiaries | **\$626k** Expenditure in US\$

### Education

#### Key Programmes

- Point Fortin's Finest Leadership Development Programme
- NESCS Skills Training Programme
- Atlantic Ultimate Field Trip
- Point Fortin Primary Schools Literacy and Numeracy Programme

#### 2019 Progress

**6.5k** Individual beneficiaries | **\$214k** Expenditure in US\$

Values in US\$

Programme Name	2019	2018	2017
<b>Sports, Health and Well-Being</b>			
Atlantic Primary Schools Learn to Swim Programme	41,261	41,294	48,743
Atlantic National Primary Schools Swim Meet	8,533	10,295	-
Point Fortin Primary Schools Invitational Swim Meet	-	-	12,410
Atlantic Primary Schools Tennis Programme	36,571	51,396	48,957
West Indies Players' Association (WIPA) in the Community	219,753	230,691	262,154
Atlantic Real Madrid Social Sports School	170,198	151,729	162,732
Atlantic National Primary Schools Cricket League	63,908	66,392	62,988
Atlantic National Primary Schools Football League	37,254	46,782	57,389
Atlantic National Primary Schools Track and Field Championships	36,961	33,196	26,014
Atlantic Primary Schools Multi-Sport Series	11,766	11,800	11,800
Atlantic Coaching Excellence (ACE) Programme	-	16,655	6,813
Sub-Total	626,205	660,230	700,000
<b>Education</b>			
Point Fortin's Finest Leadership Development Series Programme	120,765	118,493	105,967
NESC Skills Training Programme	26,151	30,917	42,075
Atlantic Ultimate Educational Field Trip	58,887	44,000	68,543
Literacy and Numeracy Programme	8,367	7,730	9,016
Sub-Total	214,170	201,140	225,601
<b>Environment</b>			
Turtle Village Trust	78,112	100,838	46,278
Atlantic Environmental Education Series	33,873	29,745	38,153
Sub-Total	111,985	130,583	84,431



## Our Sustainability at Work

Programme Name	Values in US\$		
	2019	2018	2017
<b>Entrepreneurship</b>			
Loan for Enterprise and Network Development Agency (LEND)*	205,882	250,026	398,053
UTT Agricultural Enterprise Training	39,507	42,100	38,424
Sub-Total	245,389	292,126	436,477
<b>Other</b>			
Habitat for Humanity - Home Covenant Programme	24,691	73,537	73,765
<b>Contributions</b>			
United Way	77,293	83,574	77,692
Donations	406,697	390,403	431,087
Sub-Total	483,990	473,977	508,779
<b>Sponsorships:</b>			
Sponsorships - Other	558,917	387,424	558,064
<b>Total</b>	<b>\$2,265,347</b>	<b>\$2,219,017</b>	<b>\$2,587,117</b>

\*Atlantic's annual expenditure on the LEND programme is not the same as the total value of loans issued. In 2019, the LEND agency issued loans worth US\$738,941



**Atlantic**

