# NEW RESILIENCE FOR A NEW ERA

2020 SUSTAINAB



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# About this **Report**

Atlantic is pleased to share our 17th Sustainability Report. This Report provides highlights of our performance during 2020 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.atlanticlng.com**. If you would like to provide feedback on this Report, you may contact us at media@atlanticlng.com.



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# The leadership perspective

# CHAIRMAN'S **MESSAGE**

When it counted, when it mattered, the people of Trinidad and Tobago at the onset, rose to the challenge of the global pandemic and helped this nation secure comparatively low virus transmission and a great measure of safety that was commended at that time, by the World Health Organization (WHO).

During the initial period of global lockdown, Atlantic was one of several companies designated as essential to Trinidad and Tobago's economic survival during the crisis. Atlantic also rose to the challenge, discharging its responsibility to the people of this country and making its own special contribution to the journey of our nation.

It gives me great pleasure to be associated with the people of this company, whose firm resolve is to be a "Force for Good" for Trinidad and Tobago. Atlantic remains untiring in its mission to deliver safe, reliable, world-class LNG operations, to be a responsible corporate citizen and to be an advocate for Sustainability and a bright tomorrow for future generations.

**Ian Welch** Chairman - Atlantic

### CHARTING THE WAY **THROUGH AN ENVIRONMENT OF OPPORTUNITIES:**

An Interview with Philip Mshelbila, CEO

2020 was a year of years. What stood out to you as some of the key highlights for Atlantic?

First of all, I would have to say that for me the key highlight for 2020 was the outstanding resilience, agility and innovation of Atlantic's people. I applaud all our employees for their performance in 2020. I continue to be in awe at their refusal to be daunted by any circumstance. Atlantic's people were proactive in finding solutions to the challenges that the pandemic brought to our business and they also demonstrated inspiring compassion for the people of our home community Point Fortin and to Trinidad and Tobago.

This sort of employee response only reaffirms my belief in our ability to accomplish the mission we have set ourselves. It is clear that our vision -"transforming lives by passionately energizing our world" is fully endorsed by our employees, and their endorsement emphasizes the relevance of our

Dr. Philip Mshelbila CEO - Atlantic

vision statement to the current circumstances facing the planet. In this time of challenge and yet of opportunity, lives must continue to be transformed for the better and our world must continue to be energized, and Atlantic's people continue to be dedicated to the mission.

Clearly this dedication fueled most of our accomplishments for the year. Our 2020 performance in Safety, our number one priority, saw a marked decrease in Lost Time Incidents and dropped objects from scaffolding and other heights. Our four planned maintenance outages were executed safely and comprehensively, a hallmark of the world class status that we have targeted for achievement as a team. Our commitment to environmental responsibility also saw continued reduction in our greenhouse gas emissions, with a decrease by some 73,442 tonnes of carbon dioxide equivalent.

In Process Safety, our work on removing ineffective barriers to operational risk helped us to successfully deliver an overall reduction in these barriers by 90%. For our largest train, Train 4, there was 100% reduction, or zero ineffective barriers. This accomplishment has helped us move even further towards Goal Zero, our internal initiative to secure optimal safety performance in key areas of our operations.

Other achievements for 2020 included our work on building systems that will help enable our journey towards world class LNG operations. This included our 100% rate of compliance with changes to operational procedures, as well as our launch of a new online, state of the art purchase-to-payment system that will enhance our procurement and financial management once fully operational.

#### The pandemic changed much about global business. From your perspective, what were some of the impacts to the global LNG industry and what were some of the impacts to Atlantic?

2020 and the pandemic will be long remembered for how much change came to all our lives so rapidly and so comprehensively. While we lament the tragic deaths and the deep socio-economic disruption in so many countries, we can all embrace the hope sweeping across the world

right now as more and more people gain access to vaccines. In this new order of life, the restructuring of global business is underway and signs of recovery and return to growth continue to become increasingly evident. For this, we are grateful.

For the global LNG business, the initial downturn in crude oil prices due to geo-political and other reasons caused LNG prices to plunge. This was compounded by the pandemic which impacted global LNG demand and precipitated the contraction of operations in some jurisdictions. Fortunately, there has been some recovery. Industry reports indicate that there was a marginal increase in global LNG demand in 2020, which speaks to the underlying resilience and flexibility of the business. It also highlights LNG's enduring and even growing relevance in the energy transition as the world aims to deliver carbon-neutral energy and to meet global targets for reduction in greenhouse gas emissions.

At Atlantic, much of the year entailed keen attention to our pandemic response which from the onset, was guided by three main principles: protecting the health and safety of our people; ensuring safe and reliable operations and demonstrating care for our stakeholders. But simultaneously, we were occupied with strengthening the capacity of our business to withstand the challenges as they emerged.

While revenue fell in response to the market, gas supply shortfall continued to be a critical challenge. So we experienced declines in both supply and demand, but fortunately demand picked up quickly. However gas supply forecasts indicate severe short to medium-term challenges, with improvements only in the medium to long term, and this is expected to remain a primary consideration in determining the future of Train 1.

Local anti-pandemic regulations necessitated reductions in the numbers of our on-site workforce due to social distancing, as did our own measures to minimize potential virus exposure for businesscritical personnel. However, our processes adapted and enabled us to still proceed with our planned maintenance outages for our other Trains. From a safety performance perspective, we are grateful that these outages achieved all our objectives aimed at protecting the safety and

#### $\bigcirc$ In what ways has Atlantic's business evolved?

Like many companies across the world, Atlantic had to discover its optimal balance of hybrid operations, which combined site-essential personnel with employees working remotely from home. Initiatives related to our Strategic Enabler of Digitalisation that were already underway, became accelerated and helped us arrive quickly at a mode of operation that in many ways, has

health of our employees and service providers in our supply chain. These outages were delivered with a high degree of quality, with rigorous attention not only to the safety protocols but also to the expected maintenance outcomes that will underpin our reliability.

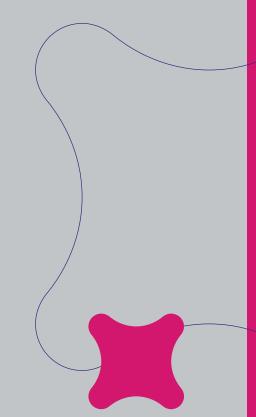
Our commercial volumes declined some 25% year on year, though there was a 4% increase in shipments bringing our total cumulative since 1999 to 4,343 cargoes lifted for our customers by the end of 2020. While South America was the primary destination for our LNG in 2019, the European market received most of our customers' cargoes in 2020, some 22% of total volumes.

enhanced our overall operational safety and business performance.

I commend our employees on the many innovations they developed in response to the necessity to comply with anti-pandemic measures. For example, a record number of apps and software automations were developed by staff and deployed throughout the business. Perhaps the most used of these was our Plant Access app. This software package continues to help regulate access to our plant in support of our strategies to mitigate some of the risk of spread of the coronavirus.

In the drive towards automation, digitalisation and facilitating remote work, even our employee wellness programme acquired a virtual component, with the Atlantic Virtual Gym. On a daily basis, Atlantic employees can join an online stream of fitness sessions led by the instructors who previously manned our on-site gyms.

In other areas of the business, investments in hardware solutions reaped several benefits. For example, a plant-wide WiFi network and state-of-



the-art wearable computers with cameras allowed on-site team members to stream visuals while in the field to off-site colleagues. As a result, visualbased inspections have not been compromised.

Other initiatives leveraged another of our Strategic Enablers - our Continuous Improvement (CI) methodology - to transform our business processes and align them to our new remoteworking reality. From the near-complete eradication of paper documents and wet ink signatures; to our first-ever virtual Meetings with our Customers to set the Annual Delivery Programme for LNG cargoes; to our newly activated Process Safety Barrier Health live model - everywhere across our business, new processes, platforms and portals emerged to facilitate the seamless, safe and reliable operations that characterize the world-class LNG status at the heart of our corporate aspiration.

#### 2 How will Atlantic's strategy continue to evolve in this new landscape?

From our perspective, the landscape continues to offer several opportunities. Our ability to

withstand some of the headwinds at the onset of the pandemic was due to several initiatives devised in 2019, to help us become a worldclass LNG operator. This validates the strategic choices we made at the start of the journey to future-proof our business. It also validates our selection of our three Strategic Enablers: Cultural Transformation - Embedding the 'Atlantic Way'; Digitalisation - Progressing our Digital Roadmap in the areas of Digital Strategy; and Continuous Improvement - Delivering milestones in our Continuous Improvement Roadmap. The Strategic Enablers continue to support the evolution of our business. The strategic milestones we have set ourselves and our ultimate goal on the horizon are well-chosen, timely and - most importantly well within our grasp.

In 2021, we are detailing out the definition of world class for each major business activity and linking it to what each staff member does, setting clear targets and deliverables. At the same time we continue to review our strategic roadmap, continuously scanning the new environment to identify emerging opportunities. This will guide any necessary mid-course tweaks and will ready

path forward.

#### $\bigcirc$ How did the pandemic impact Atlantic's initiatives to help build Sustainability?

us for the future. We will also focus keenly on bettering our performance against the annual Global LNG Industry Benchmarks in which we participate.

As we move forward and regard the approaching horizon, prominent among our considerations are enhancing our predictive capabilities to discern the future shape of the global business; embedding processes that facilitate responsive agility and continuous improvement; and also creating a workplace culture and environment where innovation thrives, and the skills and talents of our people are continually upgraded and made persistently relevant. These will be the indelible traits of the new resilience required in this new era in which we have found ourselves. I remain confident in our ability to navigate our

Sustainability remains one of Atlantic's strategic priorities. Social distancing requirements caused the temporary suspension of several of our initiatives. We persisted however, in exploring and identifying new ways to deliver these programmes, and to keep our promise to help create opportunities for the next generation.

In the area of supplier development and strengthening the supply chain, we were successful in shifting our regular Supplier Forums to online virtual platforms. This allowed us to continue the ongoing engagement with our service providers about best practices in safe, reliable and sustainable operations and extending support to their own operations. Providing support for the safety of our suppliers while the pandemic unfolds, continues to be an area of critical focus for us.

Our Point Fortin's Finest Leadership Development Programme was pleased to welcome and induct Point Fortin's top ten students in the annual Secondary Examination Assessment. This is our longest-running youth development initiative, and the 2020 cohort joined the 209 students currently on the programme. Just like the other participants, they too will receive financial assistance for their secondary and tertiary education and will undergo special leadership development and life skills training over the next few years.

Our commitment to help the vulnerable, inspired our TT\$6 million initiative to help mitigate the impact of the pandemic to our home community, and environs. We adopted 34 schools in the St. Patrick Education District and donated some 1600 new laptops and tablets to primary and secondary school students to help with access to online classes. We also donated 11 ventilators to the local Ministry of Health, which were handed over to the new Point Fortin Hospital to support the parallel health care system in the national battle against the spread of COVID-19.

We partnered with the Sustainable Unemployment Reduction Efforts (SURE) Foundation and funded and distributed 330,000 seedlings for use within the South West Peninsula of Trinidad. Our aim here is to help encourage sustainable food production, and ease the economic hardship facing several families. Farmers who are beneficiaries of Atlantic's Loan for Enterprise and Network Development (LEND) Agency have also received seedlings, which help to enhance the local food chain. Our work in helping to stimulate expansion of domestic food production will be one of the factors that help build a crisisresistant future.

These are just a few of the activities that we engaged in to support our stakeholders. It is very motivating to lead a company that remains unrelenting in its aim to be a force for good, and to continue enabling future generations of Trinidad and Tobago.





# Strategic **enablers**

### CULTURAL TRANSFORMATION

The journey of transformation into a world-class organization begins in the hearts, minds and everyday choices of Atlantic's people. All we aspire to become and to do as a company in an even more competitive global business depends on the talents, creativity and commitment of our employees. Their dedication to the pursuit of world-class performance and their willing agility will help us evolve to overcome the challenges of the fast-arriving future.

In 2020. Atlantic deepened focus on the fundamentals of our business, even as we embraced and adapted to the new technology and enhanced processes that were critical to safe operations during the pandemic. Our swift and nimble responsiveness to the unfolding crisis is testimony to the strides we have made in building a new culture of enhanced leadership capability, new employee skillsets, agile processes and systems, and a workplace environment energized by innovation, Continuous Learning and Continuous Improvement (CI).

### DIGITALISATION

When the pandemic hit, the benefits of Atlantic's digital transformation were quickly felt. Some of our early investments in digital technology helped the business transition seamlessly to remote work, and also allowed our operations to continue in adherence to the new public safety measures without major disruptions. Despite the challenges, two key projects went live in 2020: the Connected Worker and our Business Intelligence programme.

#### The Connected Worker

This initiative links assets and data to workers in the field using live reporting and data analytics equipment attached to a helmet. Providing a live view of activities on site, it allows for faster decision-making with the use of real-time data and support. It also enables more accurate trend reporting as data can be captured immediately on intrinsically safe devices, while simultaneously optimizing field time. The latter comes as the time spent going back and forth between field operations and the office is reduced. The benefits of this investment were quickly realized as

Atlantic was able to conduct safety walk downs and planned maintenance work involving off-site foreign vendor support while minimizing travel, accommodation, and standby costs.

#### **Business Intelligence and Improved Reporting**

This project enables real time reporting and data analytics for several key activities including Green House Gas Intensity, Leak Repair Management and Process Safety. New automated report processes automatically refresh data extracted from key enterprise resource planning applications such as Maximo.

Atlantic was also able to analyze specific business problems supported by research, design, and sourcing to establish clear requirements as it relates to the continued rollout of our Digital Roadmap and its aim to "technologically transform energy solutions through the Atlantic digital ecosystem."

### CONTINUOUS **IMPROVEMENT**

The Continuous Improvement (CI) methodology has addressed various opportunities for improvement across Atlantic. It has helped us to meet our business mandate by embedding structures, processes, plans, and behaviours necessary to safely sustain and optimise the business. Our CI workshops were reconfigured to a new virtual format, and visual management software enabled on-site CI Boards to be replaced with digital versions. The new digital boards have provided employees with an enhanced interactive and collaborative experience.

For 2020, we focused on three key areas: efficiency improvement; the CI way of working; and cost and value delivery. Some outcomes included: improved productivity during maintenance outages (turnarounds or TARs); the successful embedding of the CIstructured way of working; and cost savings from renegotiated contracts. These outcomes were seen in the development of an online electronic reporting process for Inspection reporting, the achievement of zero corrosion backlogs for mean time to repair corrosion repairs, and in reduced Hands on Tool time during TARs.

#### **CASE STUDY: Continuous Improvement**

Through Breakthrough CI projects, we have made significant strides in exceeding our savings targets for 2020 and achieved cumulative savings of USD \$1,054,200 across the areas of Reliability, HSSE, TAR, and Cost and Productivity. Projects responsible for these savings included: Inspection Reporting, Marine Flaring, TAR Productivity, and Control of Work Improvements.

#### Area

Reliability

Health, Safety and Environm

Reliability

Turnarounds

Cost/Product

	CI initiative	Benefit 2020 (Values in US\$)
	Mean Time To Repair (MTTR) CI	\$92,000
ty, Security ment	Marine Flaring	\$150,000
	Inspection Reporting	\$59,200
s (TAR)	TAR Productivity	\$533,000
ctivity	Control of Work Improvements	\$220,000





# About our **business**

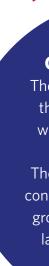
### WHO WE ARE

LNG-producing countries, like Trinidad and Tobago, play a crucial role in stimulating global economic growth and prosperity.

Atlantic is aware of our responsibility to help build the future of the nation. From our home community of Point Fortin on the southwest coast of Trinidad, our 4-Train liquefaction facility processes LNG from natural gas supplied from offshore fields. Our LNG is then shipped to several countries around the world. At home, LNG 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 pacesetting 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 further information on our business, please visit our website at www.atlanticlng.com

# **TO US**



#### **ABOUT OUR BUSINESS**

# WHAT'S IMPORTANT

#### **OUR CORE VALUES**

The Atlantic *splrit* 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 minimize 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.

#### **INDIVIDUAL**

Each and every one of us as an individual, 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 Vision** Transforming lives by passionately energizing our world

**Our Aspiration** Atlantic, a world-class LNG producer



#### **Enablers**

- Cultural Transformation Embedding the Atlantic Way
- Digitalisation
- Continuous Improvement



#### **Our Purpose**

- To sustainably produce LNG safely, reliably and profitably
- To develop the capability of our people
- To serve as a Force for Good



#### **Our Areas of Focus**

- Health and Safety
- Environment
- People
- Production
- Cost and Value
- Project Excellence
- Productivity
- Reputation

### **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 shareholders ("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
- **X** Material issues identified by the Members
- **×** Issues identified by our stakeholders

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

Taxes

Staff sa Spend Spend

Emplo

#### **ABOUT OUR BUSINESS**

### OUR ECONOMIC IMPACTS

#### Atlantic's economic contributions 2018-2020

Values in million US\$

		2020	2019	2018
	Corporation Tax	146.1	175.9	234.2
	Green Fund Levy	3.5	6.4	8.9
	Withholding Tax	4.9	9.0	8.3
	Sub-Total	154.5	191.3	251.4
salaries and benefits*		56.6	61.2	55.7
d on training and development		0.48	1.0	0.5
d on local suppliers		110.00	118.94	115.35
	Sub-total	167.08	181.14	171.55
	Total	\$321.58	\$372.44	\$422.95
oyees and suppliers				
	Number of employees	563	557	567
	Number of local suppliers supported (businesses)	418	513	537

\*Staff salaries and benefits include PAYE





### Our sustainability at work

### CORPORATE **GOVERNANCE**

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

# SAFETY

#### Safety

#### Key Initiatives



# HSSE AND PROCESS

For 2020, Atlantic saw a significant decrease in Lost Time Incidents (LTIs). Only one LTI was recorded, along with 24 First Aid incidents and 2 High Potential (HIPO) incidents.

The pandemic led us to expedite the launch of our Virtual Site Induction App, an application accessible to persons across the globe allowing them to undergo the Atlantic site induction and complete the associated online assessment required for entry onto our facilities.

#### Assessing the Gap to World-Class

Atlantic continues to evaluate and enhance the readiness of our systems in our journey towards world-class operations, As part of this, we executed a virtual gap assessment of the framework of our health and safety management system against the ISO 45001 standard. Our virtual audit evaluated our HSSE systems and pinpointed gaps in our management system. Full implementation of our upgraded management system and work on closing the gaps is planned for 2021.

#### **HSSE** Performance

Leadership	Man-Hours*	Hours	3,077,836	3,810,823	2 ( 20 2 ( (
Leadership			, ,	5,010,025	3,628,266
Leadership	Participation in leadership/management walkdowns*	Num	365	716	622
	Leadership Structured Field Assessments	Num	9	10	9
ol of Work	Self-verifications	Num	4,070	4,111	
	Contractor Management/Supervision Walkdowns*	Num	6	74	137
actor Management	Contractor Safety Meetings*	Num	35	89	215
	Employee interventions (STOPs, permit audits, hazard reports etc.) $^{\star}$	Num	5,740	13,802	11,965
yee involvement/participation	Near Misses	Num	230	194	136
Training	HSSE Training	Man-days	664	992	1,763
gency Response	Completion of planned Emergency Response Drills	Num	51	79	82
1° A 1° 71 I I	On-time closure of actions from incident investigation and LL by month	%	84	78	67
ctive Actions/ Lessons Learnt	HSSE actions closed on time	%	61	77	79
Area	Leading Indicators	UOM	2020	2019	2018
	OSHA Recordable Frequency per 200,000 hours	Frequency	0.195	0.315	0.110
Employee involvement/participation HSSE Training Emergency Response Corrective Actions/Lessons Learnt Focus Area Health and Safety	OSHA Recordables - Restricted Work Case/Medical Treatment Case	Num	2	1	2
	OSHA Recordables - Lost Time Injuries (LTI)	Num	1	5	0
h and Cafato	OSHA Recordables - Fatalities	Num	0	0	0
Health and Safety	High Potential Incidents (HiPO)	Num	2	4	3
	First aid cases (work related)	Num	24	50	44
	Vehicular Accidents	Num	4	12	11
	Dropped Objects	Num	5	13	20
					0
ity	Security Incidents resulting in loss>US\$10,000	Num	0	0	0
h and Safety	OSHA Recordables - Lost Time Injuries (LTI) OSHA Recordables - Fatalities High Potential Incidents (HiPO) First aid cases (work related) Vehicular Accidents	Num Num Num Num	0 2 24 4 5	0 4 50 12 13	0 3 44 11 20

#### **Process Safety**

In 2020, Atlantic maintained its focus on process safety and achieved significant improvements in key areas. Among these, was our rework of strategy to embed process safety knowledge and increase awareness throughout the company. We achieved enhancement of our systems of Primary Containment, bettering 2019's performance. This improvement can be attributed to a number of initiatives, including our Leaks to Zero Continuous Improvement (CI) project.

Barrier Model

\* 2020 figures influenced by anti-pandemic restrictions on size of on-site personnel complement \*\*Spill KPI definition revised in 2018

### Operationalising Process Safety using the Live

Riskpoynt is a specialised software application which facilitates a real-time visual of the Live Barrier Health model which highlights ineffective process safety barriers on Atlantic's facility. This model went live in April 2020 and played a critical role in informing decisions on facility risk and streamlining maintenance and reliability work activities. The performance of the model helped to reinforce our Process Safety motto: "Our assets are safe and we know it". Thanks to this

model, we were able to achieve a 90% reduction in ineffective barriers and make significant strides in providing assurance around the safety of our assets.

#### Rethinking How We Embed Process Safety Knowledge

Although our flagship Process Safety Week event was cancelled due to the pandemic, we remained committed to maintaining Process Safety engagement among our employees and service providers. We executed quarterly company-wide HSSE 'Stand Downs', which included breakout sessions on Process Safety targeting awareness of Human Performance and Human Factors. Additionally, we worked towards communicating Process Safety messages through various communication channels, such as virtual Process Safety Fundamentals refresher sessions.

Externally, we presented at the AICHE's 16th Global Congress on Process Safety and in the virtual Point Lisas Energy Association's Process Safety Conference. We shared lessons from our journey towards implementing the Live Barrier

Health Model and from the Human Factor learnings in our review of our process safety incidents.

#### Health

The COVID-19 pandemic significantly moulded our Health and Wellness goals for 2020, many of them reworked or benched in response to the pandemic. What remained unchanged, however, was our focus on securing the health and wellbeing of our people. Our COVID-19 response coupled with our virtual wellness programmes pushed us to accomplish most of our initial targets for the year, maintaining the momentum of 2019 and making new strides.

#### COVID-19 Response

From the onset of the pandemic in Trinidad and Tobago, Atlantic was quick to discuss its COVID-19 Pandemic Response, comprising the policy and procedure to treating with the virus at Atlantic inclusive of both employees and service providers. A suite of measures was actioned to

protect the health of personnel both on and off the facility. These included our Plant Access app, our online COVID-19 screening questionnaire, thermal scanners and specialised training for our nurses.

#### Virtual Wellbeing Programmes

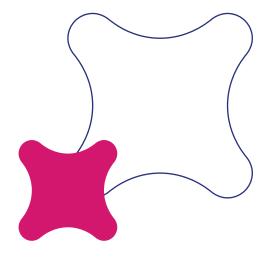
Our wellbeing programmes paid particular focus to not only the physical health of our people, but also their psychological wellbeing. Planned lectures for 2020 were executed in a virtual format, with content reconfigured to cover pertinent topics on mental health, resilience and best practices for coping and operating in the new normal. These lectures were open to employees and our service providers, residing both on the plant and remotely. Dietitian consultations continued virtually, and we introduced daily Virtual Gym workout sessions to employees. We also allotted focus to other initiatives, including the launch of our chemical management software.

#### Environment

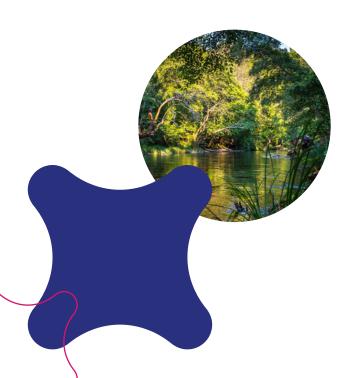
While the pandemic may have altered our trajectory for 2020, we remain focused on progressing our environmental objectives.

We exceeded our targets for greenhouse gas (GHG) emissions reduction, a success attributed to various projects, including the Power Gas Turbine Generators Spinning Reserve and Inlet Guide Vane Modulation. We developed the Strategic Environmental Monitoring Programme, a site-wide plan which helps us monitor activities for potential impact on the environment. This plan will be implemented in 2021 and will underpin our continued compliance with relevant environmental requirements and standards. Our Environmental Management System (EMS) also maintained certification against the ISO 14001:2015 standard, keeping our organisation on par with top tier environmental management.

Since public events were limited, we reworked our strategy of execution for observance of World Environment Day and the International Day for Biological Diversity. Instead, we supported five national environmental organizations through monetary donations towards their respective initiatives. We also continued to boost awareness amongst staff on general and facility-specific environmental topics by hosting virtual lectures. These lectures covered a range of topics including sea turtle conservation, an update on the Paris Agreement, and the environmental impact of plastics.



#### **Environmental** Performance



Indicators	UOM	2020	2019	2018
Energy				
Energy Use - Fuel	Terajoules	86,528	95,760	96,316
Energy Use – electricity	Gigajoules	12,982	14,897	19,252
Energy intensity ratio	Megajoules/MMBtu	158	144	147
Flaring				
Total Natural Gas flared	tCO2e	188,378	316,004	389,271.6
Total Flaring	tCO2e	280,785	422,775	508,649.5
GHG Emissions (Scope 1)				
Carbon Dioxide	tCO2e	4,532,346	5,115,857	5,210,620
Methane	tCO2e	47,997	70,007	79,717
Nitrous Oxide	tCO2e	5,979	4,932	5,196
HFCs	tCO2e	1,392	84	43.14
Total Scope 1	tCO2e	4,587,714	5,190,880	5,295,576
GHG Intensity Ratio	tCO2e/TBtu	8,373	7,792	8055
GHG Emissions (Scope 2)				
Carbon Dioxide	tCO2e	1,931	2,417	1,927
Methane	tCO2e	3	3	2.05
Nitrous Oxide	tCO2e	5	9	6.9
Total Scope 2	tCO2e	1,939	2,428	1,935.95
GHG Emissions (Scope 1&2)				
Total GHG	tCO2e	4,589,653	5,193,308	5,297,512
Waste				
Hazardous Waste generated	Tonnes	21,093	32,154	12,950
Non-hazardous Waste generated	Tonnes	1,020	1,054	611
Total Waste	Tonnes	22,113	33,208	13,567
Spills				
Hydrocarbon spills	Barrels	2	1	22
Other spills	Barrels	1	49	4
Total number spills outside secondary containment $\geq$ 10L	Num	6	3	10

#### People

#### COVID-19 Response

## Performance Excellence

The challenges of 2020 emphasised that people form the unshakeable core of what we do producing LNG safely while continuing to be a Force for Good for Trinidad and Tobago. While Atlantic had planned objectives relating to its People Strategy, the COVID-19 pandemic became a project of its own, and our people responded in a way that did not significantly impact our operations or our performance.

As a company designated as an essential national service, the continued safe and reliable operation of our facilities was of paramount importance once the virus reached our shores. Atlantic implemented strategies to ensure that employees who were required to quarantine were able to do so safely, at no cost to themselves and with the right emotional and physical support.

A culture of performance excellence cannot be created without good leadership. In support

of this strategic objective, 40 of Atlantic's leaders underwent a supervisory development programme that will help Atlantic continue to build a corporate environment of safety and trust.

#### Digitalisation and Technology

Digitising our Performance and Talent Management systems, allowed staff to have realtime access via company mobile phones to some of the more frequently requested human resource functions (e.g. job letters, leave requests). In the area of performance management, the new system enabled employees to document and monitor performance with supervisors in a fluid manner, creating a sense of ownership and accountability among staff.

Atlantic's ability to deliver key business targets during a time that presented challenges to many, is testimony to the resilience of our people. Atlantic will keep advancing our People Strategy and supporting our employees to be engaged, motivated and equipped for the future.



#### **Supply Chain**

In 2020, Atlantic focused on building the foundation of its long-term strategic vision of a world-class supply chain. The work centered on three key areas: efficiency; process simplification; and digitalisation and integration. Significant progress was achieved, despite the challenges brought on by the pandemic.

#### Process Simplification

The pre-qualification process for prospective suppliers and vendors was simplified and segmented by scope, risk and the value of the services provided. This activity was supported by a complete assessment of local content capability. This action will drive further efficiencies and reduce the time spent on vendor acquisition and contract negotiations.

#### Digitalisation and Integration

In this area, Atlantic rolled out an end-to-end Supply Chain System that provided internal users and vendors with a modern, intuitive user experience, real time access from anywhere and

self-service reporting. Some of the functions handled by the platform include purchasing, procurement, contract management, sourcing, supplier qualification and management, and inventory management. All transactions are now performed using the platform, and it was also used to successfully host an electronic auction, significantly reducing time and cost for Atlantic. This tool will feature prominently in Atlantic's procurement process as we journey towards a world class supply chain.

#### **Community Development**

Atlantic remains committed to our role as a Force for Good through the ongoing support of our social investments designed to help build and strengthen Sustainability in our local and national community. At the time of the outbreak, the company was already undergoing a strategic review of the initiatives within our key focus areas of Education, Sport, Health and Wellbeing, Environment, and Entrepreneurship. Taking into

# Local Initiatives

consideration the circumstances posed as a result of these uniquely challenging times, we have proposed a mix of new and existing youthfocused projects across each focus area that we believe will provide opportunities now and for future generations. All our programmes will now embrace technology as the medium through which they will be delivered. Aside from Atlantic's committed social investment projects, we also continue to give wider support throughout the year by funding ad-hoc requests from across Trinidad and Tobago through our Donations and Sponsorship Committees.

Although most of our sustainability projects were suspended due to the pandemic, we swiftly pivoted our resources to areas of need, supporting and collaborating with stakeholders to help address the associated health and socioeconomic challenges at the community and national level. One of our earliest initiatives addressed immediate needs in our home community of Point

Fortin and consisted of monthly donations of care packages to institutions caring for vulnerable persons. Packages incorporated produce from farmers, who are clients of our Loan for Enterprise and Network Development (LEND) agency and sustained their livelihood. Personal protective equipment was also provided to police officers.

#### National Initiatives

Guided by our Sustainability agenda to help create long-term value for our stakeholders, Atlantic's national and community support continued through three major avenues: agriculture, health and education. In agriculture, Atlantic partnered with a local non-governmental organisation to find and distribute seedlings within the southwest peninsula to encourage sustainable food production during the pandemic. Clients of our LEND agency were also in receipt of seedlings to help bolster the local food chain. In support of the national healthcare management of COVID-19, Atlantic procured and donated 11 ventilators to the Ministry of Health which were





#### Atlantic Sustainability Programmes

#### delivered to the newly constructed Point Fortin hospital. Atlantic signed on to the Ministry of Education's "Adopt a School" initiative to donate learning devices for students to facilitate online learning. We expanded on this initiative to 'adopt a community' by purchasing some 1,600 devices for distribution to primary and secondary school students in schools within the St. Patrick Education District.

#### Programme

#### Sports, Healt

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#### Education

PF Finest Leade Atlantic / NES IMAX - Ultima Atlantic Prima

#### Environment

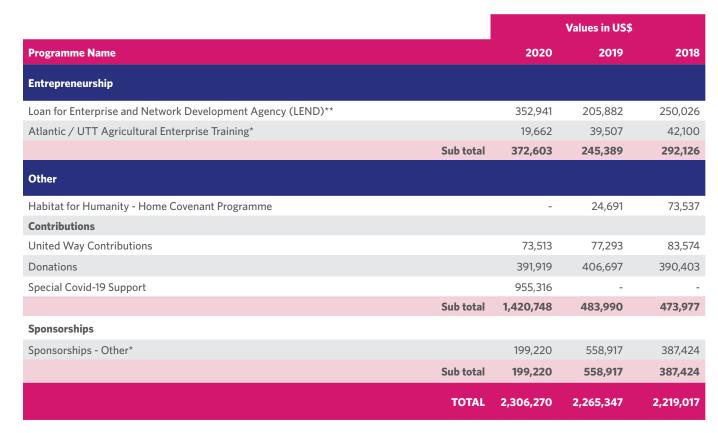
Turtle Village T Atlantic Enviro

#### **OUR SUSTAINABILITY AT WORK**

			Values in US\$	
Name		2020	2019	2018
th and Wellbeing				
ary Schools Learn to Swim Programme*		5,126	41,261	41,294
onal Primary Schools Invitational Swim Meet		NA	NA	NA
onal Primary Schools Swim Meet*		-	8,533	10,295
ary Schools Tennis Programme*		15,485	36,571	51,396
Community*		47,225	219,753	230,691
al Madrid Social Sport Programme*		49,867	170,198	151,729
onal Primary Schools Cricket League*		-	63,908	66,392
onal Primary Schools Football League*		-	37,254	46,782
onal Primary Schools Track and Field Championships*		-	36,961	33,196
iSport Series*		-	11,766	11,800
ching Excellence		-	-	16,655
	Sub total	117,703	626,205	660,230
dership Development Series Programme*		31,706	120,765	118,493
SC Skills Training Programme*		8,941	26,151	30,917
ate Educational Field Trip*		13,893	58,887	44,000
ary Schools Literacy and Numeracy Programme		8,368	8,367	7,730
	Sub total	62,908	214,170	201,140
Trust		117,647	78,112	100,838
ronment Education Series*		15,441	33,873	29,745
	Sub total	133,088	111,985	130,583



#### **Atlantic Sustainability Programmes (continued)**



\*Reduced spend due to some initiatives/components being temporarily suspended because of anti-pandemic restrictions

\*\* Atlantic's annual expenditure on the LEND programme is not the same as the total value of loans issued. In 2020, the LEND agency issued 120 loans worth US\$1,024,076.



#### **OUR SUSTAINABILITY AT WORK**

