



# New Advance Into Energy Transition

2021 SUSTAINABILITY REPORT







## Atlantic is pleased to share our 18th Sustainability Report.

This Report provides highlights of our performance during 2021 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](http://www.atlanticlng.com). If you would like to provide feedback on this report, you may contact us at [media@atlanticlng.com](mailto:media@atlanticlng.com).

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## The Leadership Perspective

### Chairman's Message

The Leadership Perspective

**There is a growing global sense of relief, as countries emerge from the siege that the pandemic has mounted against us. Though many people have faced sorrow and hardship in the past year, it has also been a time when we have rallied around our shared goal of survival. Around the world, there have been stellar examples of this, inspiring reports about people embracing the values of cooperation and looking out for each other.**

Just as has happened elsewhere in the world, several organizations in Trinidad and Tobago have championed these values and have been at the forefront of campaigns encouraging the right behaviours to help secure our safety and wellness. Atlantic has been one such corporate citizen. The company has gracefully shouldered the charge to continue being a safe, reliable LNG producer, part of its essential service to the nation in a time of global economic challenge. Wherever feasible in these times of resource constraints, the company has not relented to pursue its wider strategy of Sustainability, looking for opportunities to nurture future generations.

As the global energy industry pivots towards the Energy Transition, the sense of mission demonstrated by Atlantic is certain to help equip the company to undertake the necessary transformation of its business. Atlantic will courageously make the bold, strategic choices that underpin world-class LNG operations, build value-creating partnerships and facilitate the development of talented, innovative employees who are driven to help Trinidad and Tobago achieve its destiny.

“

**The company has gracefully shouldered the charge to continue being a safe, reliable LNG producer, part of its essential service to the nation in a time of global economic challenge.**

”



**Ian Welch - Chairman, Atlantic**







**Ron Adams - CEO**

## New Advance into Energy Transition: An Interview with our CEO, Ron Adams

**Due to the pandemic, 2021 was a challenging year for global business. Despite some of the challenges, the global LNG industry experienced growth in demand. How did Atlantic fare in this context?**

Atlantic's creditable performance in 2021 was due primarily to the tireless dedication of our people. It is said so often, but it only serves to highlight what I believe to be the truth: our people really are the greatest resource we have as a company.

In addition to managing the very real phenomenon of pandemic fatigue, our Atlantic 'One Team' with the support of our service providers, rose to the challenge and faced it head-on, leveraging a real capacity for innovation and exercising inspiring cross-functional collaboration. Whether our teams were working on-site because they are considered critical to the core business, or whether they were providing invaluable support by working remotely from home: every single employee made a significant contribution to the company's performance. I want to take this opportunity to thank all Atlantic's people and those who work alongside us. Because of your resilience throughout this period, we continue to be successful as we work together to deliver and sustain safe, reliable world-class LNG operations.

Industry analysts report that in 2021, there was a faster than expected global economic recovery from the pandemic, as more countries began to reduce or remove their pandemic restrictions. Increased global economic activity stimulated increased industrial demand for fuel, including natural gas and LNG. LNG price indices hit record highs towards the end of the year. Overall, global LNG supply increased by about 21 million tonnes. LNG demand grew some 6% to about 380 million tonnes.

### The Leadership Perspective

Within that wider global context, Atlantic faced two key realities. The first was continued shortfall in domestic supply of natural gas. The second was the non-operation of Train 1. Atlantic has therefore embarked on a new chapter in our journey. The company's crucial challenge going forward is sustaining a safe, reliable 3-Train operation, managing our costs, while still progressing our strategic objective to achieve LNG operations that are consistently world-class. We have made great progress in the current phases of our transformation and a strong foundation has been laid for even greater performance in the years ahead.

We do have some things to focus on as we continue to build on that foundation. Certainly, as a company renowned for the high priority we place on our core value of safety, we are satisfied that our overall safety performance was good in 2021. We had no Lost Time Incidents,

no serious injuries and no recurring accidents. However, in our metrics for personal safety, we experienced 2 OSHA recordables and 4 High Potential Incidents (HIPOs). In our process safety performance, we recorded several low-level consequence process safety events and one process safety HIPO. As a result of this, we will be even more aggressive in 2022 in focusing on performance improvements in Process Safety and Health, Safety and Environment (HSE).

In terms of our environmental performance, our carbon abatement strategy continued to net good results. We exceeded our GHG emissions reduction target by some 6.5 Kilo tonnes of CO<sub>2</sub> equivalent and achieved a GHG intensity ratio of 0.473 tonnes of CO<sub>2</sub> equivalent per tonne of LNG. Going forward, we need to accelerate our drive for reduction in our operational carbon footprint.

Performance enhancement initiatives that were developed using our Continuous Improvement (CI) methodology realized cost-to-value performance 25% above target. While we achieved our new production targets, we continued to experience facility reliability levels that are less than top quartile based on industry benchmarks. Protracted maintenance outages throughout the year also contributed to lower availability figures than desired. These areas will come under special focus moving forward as one of our new strategic pillars is Facility Availability. This will drive the organization to develop an optimized Turnaround and Maintenance operating philosophy.

**The challenges that Atlantic faced in 2021 are taking place at a time when the Global Energy Transition is underway. How will Atlantic position itself for success in this wider global movement?**





## New Advance into Energy Transition: An Interview with our CEO, Ron Adams

The Leadership Perspective

The transformation of the global energy sector from fossil-based sources to zero-carbon renewable sources continues to be featured prominently in energy news. It is widely estimated that this transformation will take place by the second half of this century. The Global Energy Transition is being driven by some of the core objectives of the United Nations' Paris Agreement, which aims to reduce global GHG emissions and accelerate the planet towards a future of net-zero emissions.

LNG – as the cleanest fossil-fuel – will play a key role as a bridge fuel to renewables. Global LNG demand is projected to grow to some 700 million tonnes by 2040. Trinidad and Tobago therefore has a commodity that the world wants and needs. LNG continues to be critically relevant as the country navigates the challenging global environment, and we understand just how vital our role as an LNG producer will be throughout the energy transition.

True, we do have a domestic gas supply shortfall situation that impacts LNG production. But I'm a firm believer in that adage about focusing on the things that we can control. As nations and organizations, we are aware of exogenous factors, but we must not let them stymie us. For Atlantic, the imperative is to improve our performance in those areas of our operations within our control that will keep us relevant to the evolving global energy business.

**“Technology will be a key strategic enabler, helping us achieve sustained world-class performance.”**

This means that Atlantic must evolve into an agile, competitive and sustainable company that is responsive to the dynamics of the global business. Gas supply is not expected to improve before the latter half of this decade. In the meantime, therefore, Atlantic must focus relentlessly on improving our energy efficiency. Quite simply, we must effectively and efficiently process every molecule of gas available to us. We must pursue performance excellence in the relevant global industry benchmarks in HSE and process safety, facility reliability and availability, and production cost. Technology will be a key strategic enabler, helping us achieve sustained world-class performance. This is the focus of our new corporate strategy which began formulation work in late 2021 and will begin full implementation in 2022.

### What are some of the core elements in the new corporate strategy that will help Atlantic achieve even greater relevance to the Global Energy Transition?

One of the key elements in the new corporate strategy is our conviction that Atlantic is the master link in Trinidad and Tobago's LNG value chain. We embrace this purpose, and we are mindful of our potential to create significant value from LNG for our country, shareholders, gas suppliers and LNG off-takers through safe, dependable delivery of cargoes.

With over twenty years of LNG expertise, and by leveraging the benefits of our industry incumbency and sunk costs, we have a strong comparative advantage over newer plants. This will sustain our relevance in the emerging new era. Our people are core to this. Their talent, expertise and dedication fuel the innovation at the heart of our Continuous Improvement (CI) methodology. Their

drive towards sustained world-class professionalism will be integral to the successful transformation of our business and our strategic aim to become more energy and cost efficient, agile and competitive.

In this regard, three strategic factors enable the new strategy. The first of these strategic enablers is a new Asset Management System (AMS). AMS will help our people implement and govern consistent processes across the business and preserve value through company-wide compliance to common standards and systematic controls.

The second strategic enabler is Digitalization. We will deepen our embrace of technology and how we extract value from our data assets. This will help to equip and energize a business-savvy workforce and future-proof our operations. Keener business insights and data-driven decisions will accelerate our

Cost-to-value performance  
**25%**  
above target

**ZERO**  
• Lost Time Incidents  
• Serious injuries  
• Recurring accidents





## New Advance into Energy Transition: An Interview with our CEO, Ron Adams

The Leadership Perspective

agility and generate increased productivity and enhanced safe operations.

The third enabler is our focus on building and embedding a corporate culture that is anchored in our core values and which promotes the behaviours essential to performance excellence. We call this the Atlantic Way, an ethos that will guide how we work to execute the new strategy. The Atlantic Way will be deeply characterized by robust leadership at all levels. It will consist of continuous learning, continuous improvement, technical expertise, disciplined business practices and future-focused thinking.

With the new strategy, over the next five years we will prioritize the activities that will enhance our competitive position. These carefully selected work sets will deliver pacesetting health and safety performance; pursue reduction in GHG emissions as low as reasonably practical; increase our facility availability; and improve the unit cost of our available capacity.

### How will Atlantic's focus on Sustainability remain relevant in this new competitive landscape?

When Atlantic delivers and sustains a safe, reliable, and cost-efficient business, then we strengthen our competitive position in global LNG and deliver value for our stakeholders, including at the level of our local community and the wider nation. The value we generate is very closely linked to our commitment to Sustainability and our responsibility to be a Force for Good – a good corporate citizen who helps to enable the socio-economic progress of Trinidad and Tobago and create opportunities for future generations.

As part of this commitment and responsibility, we will contribute wherever we are able to the national initiative to reduce Trinidad and Tobago's carbon footprint. This is a core aim of our new strategy. It entails us fulfilling our environmental compliance obligations and continuing to pursue decarbonization

initiatives where feasible and other relevant activities that help improve our environmental performance and overall energy management. In 2021, our Environmental Management System retained its certification to the global ISO 14001:2015 standard, commendably achieving zero weaknesses. This accomplishment must now be sustained into 2022 and beyond, as we move proactively to close all gaps to world-class environmental operations that are within our control.

Our service providers are essential partners in our aim to sustain safe, reliable operations. They work alongside us to build value for our home community and country, and as a result our assistance in their development is an important component of our Sustainability objectives. In this regard, a key priority that we set ourselves when the pandemic began was to help protect the health of our contractors' employees. This was among the drivers in the implementation

of our on-site COVID-19 measures, and we remain grateful for our service providers' support of our various defence protocols against the risk of virus transmission. Some of the new technology and software platforms that we focused on in 2021 aimed to deepen supplier relationships and build our mutual capacity to identify new value-creation opportunities in the business.

Pandemic restrictions continued to prevent in-person activities for several of the community and national initiatives that we usually facilitate via our NGO partnerships. Atlantic will continue its commitment to conducting our sustainability programmes given their contribution to the holistic development of primary school children. Use of a special virtual portal offering online aspects of these programmes is underway.

The onset of the pandemic coincided with our planned review of our Sustainability strategy. As part of the review process

which was undertaken in 2020 and its consideration of the future needs of Point Fortin and Trinidad and Tobago, we embarked on a new thrust to help develop Science, Technology, Engineering and Math (STEM) education programmes for children in Point Fortin and environs.

Our support of the national effort to build economic diversification, especially in Trinidad's Southwest Peninsula has been largely through our Agricultural Business Training initiative with the University of Trinidad and Tobago, and through our micro-financing agency LEND, Loan for Enterprise and Network Development. The agro-entrepreneur programme and its focus on agricultural innovation and food security will be among the suite of initiatives offered either virtually or in new hybrid formats in 2022.

In 2021, LEND's financing activity slowed as part of the contraction of local economic activity due to the pandemic. However, work has already begun to

locate and support MSMEs in LEND's catchment areas, continuing our mission to create new business and facilitate economic diversification.

Atlantic is deeply aware that the resources we process are finite. Our social investments in the next generations at the community and national level reflect our determination to help create relevant, lasting future value for Point Fortin and Trinidad and Tobago.







## About Our Business

## Our Core Values

About Our Business

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.

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### 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.

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### 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.

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### I

Each and every one of us as individuals

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### RESPECT

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

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### INTEGRITY

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

t

### TEAMWORK

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





# 2022-2027 – Delivering World-Class LNG Operations

**Our Strategic Objective**  
Progressing Atlantic’s competitive position to achieve sustained world-class LNG operations by implementing a transformative path, improving performance as a safe, reliable operator through an exceptionally high-performing, future-focused team who embody the Atlantic Way.

**Atlantic’s Value**  
As the master link in the Trinidad LNG value chain there is potential for Atlantic to create increased value for our stakeholders and future generations of our home community and country through safe, dependable delivery of cargoes.

## ENERGISED FOR THE FUTURE

Deliverables and annual targets are aligned under 5 strategic pillars (Safety, People, Environment & Sustainability, Availability and Cost Competitiveness), powered by 3 strategic enablers:

- 1

A fully functioning, foundational Asset Management System (AMS), supporting compliance and assurance of systems and processes
- 2

Digitalisation to build capabilities, enhance safety and productivity and accelerate value creation
- 3

The Atlantic Way, the company culture that enables execution of the business strategy

- SAFETY
- PEOPLE
- ENVIRONMENT  
& SUSTAINABILITY
- AVAILABILITY
- COST COMPETITIVENESS

- ASSET  
MANAGEMENT  
SYSTEM
- DIGITALISATION
- THE  
ATLANTIC  
WAY



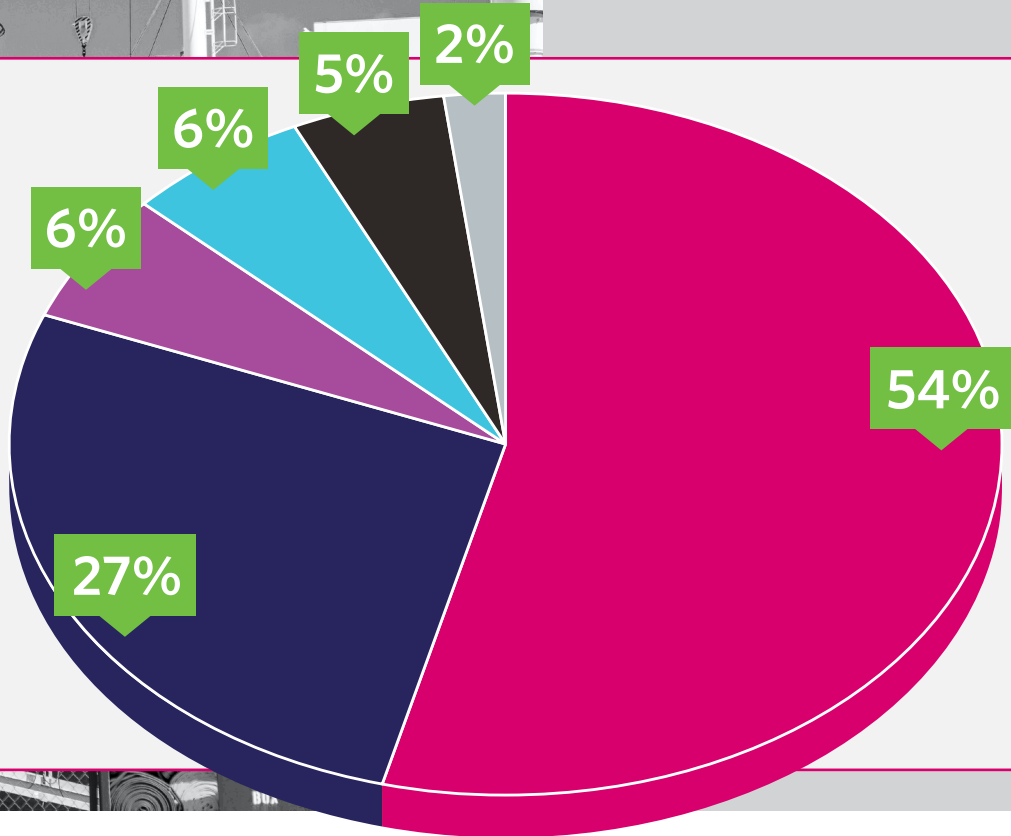


Our Continuous Improvement (CI) principles drive initiatives that deliver year-on-year value, in addition to reinventing processes that strengthen the safety, reliability and environmental performance of our facility. In 2021, CI initiatives drove value creation of some US\$3 million.

Value Creation via Continuous Improvement (CI) 2021

- Fuel Gas Savings
- Maintenance Scheduling
- Procurement
- Fabric Maintenance
- Work at Heights Alternative Access Initiative
- Tug Utilisation

Total CI Value Creation in 2021:  
**US\$3 million**



Digitalisation, one of our Strategic Enablers, contributed significantly to our readiness to face business challenges. Digital technology has been proven to help companies large and small sharpen their competitive advantage. As Atlantic embarks on a new thrust of corporate transformation to increase our relevance in the Energy Transition, our embrace of digital technology will be integral to enhancing our agility in the new era and future-proofing our business.

Our strategic aim is for Digitalisation to accelerate innovation and efficiency across our business and facilitate greater cross-functional collaboration in the new hybrid working environment of the future. The cutting-edge initiatives being planned under this strategic enabler will help Atlantic unlock the potential of our people to deliver sustained, safe and reliable world-class performance.

*Inaugural Atlantic Technology Conference*  
The first-ever Atlantic Technology Conference was held on April 28, 2021. This virtual event showcased our several technology-driven initiatives under development and their impetus to sustaining world-class operations. Employees who are helping to pilot these initiatives led the lecture sessions as subject matter experts, inspiring their colleagues with a vision of the future where technologies such as Predictive Analytics, Robotics, Digital Twin and the

Connected Worker will drive operational excellence throughout our core business.

*Asset Tracking and Monitoring concludes Pilot Programme*  
2021 saw the successful completion of our pilot initiative to leverage Radio Frequency ID (RFID) technology as part of a comprehensive facility-wide asset tracking and monitoring system. This technology will help increase our efficiency in tracking inventory throughout our supply chain by providing





real-time in-transit visibility of assets on the facility. With the pilot's success, we will further explore this technology's use in maintenance outages and other functional areas.

*Data Analytics drives Value Creation*  
Our Data Analytics initiative onboarded several functions across the business, through the adoption of automated online dashboards providing real-time reports and data on processes and operations. Our widespread use of data analytics continues to facilitate perceptive business insights. This growing capability of our employees will position Atlantic to identify and maximize opportunities to enhance safety, productivity and value creation.



# Our Economic Impacts

## 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 the shareholders of each Train owner, 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 prioritization of issues. Relevant feedback is reviewed and informs our subsequent process of determining the issues of the highest priority for our business.

## Atlantic's Economic Contributions 2019-2021

	Values in million US\$		
	2021	2020	2019
<b>Taxes</b>			
Corporation Tax	120.8	146.1	175.9
Green Fund Levy	4.7	3.5	6.4
Withholding Tax	2.9	4.9	9.0
Sub-Total	128.4	154.5	191.3
<b>Other Contributions</b>			
Staff salaries and benefits*	55.3	56.6	61.2
Spend on training and development	0.2	0.48	1.0
Spend on local suppliers	117.33	110.00	118.94
Sub-total	172.83	167.08	181.14
<b>Total</b>	<b>\$301.23</b>	<b>\$321.58</b>	<b>\$372.44</b>
<b>Employees and Suppliers</b>			
Number of employees	540	563	557
Number of local suppliers supported (businesses)	380	418	513

\*Staff salaries and benefits include PAYE







## Our Sustainability at Work

### Corporate Governance

Integrity and ethical conduct have long been hallmarks of Atlantic's corporate culture and core to our operational ethos. We aim to sustain a business environment that promotes fairness, transparency and accountability. Our Corporate Governance Framework underpins this aim, supporting our strategic activities to achieve sustainable business performance, act responsibly

and mitigate risk to our business, our people and our reputation.

Our governance framework integrates the set of relationships between the Leadership Team, our shareholders, our employees and other stakeholders. Our governance structure is established through an integrated system of corporate policies and procedures 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)

### HSSE and Process Safety

#### Safety

Throughout 2021, Atlantic's operations continued to adapt to the exigencies of the pandemic. We maintained our pursuit of safe, world-class operations and our performance improved creditably in several key areas of personal safety risk management.

No Lost Time Incidents (LTIs) were recorded for the year, a critical success.

No OSHA recordables were logged in the four major maintenance outages that were executed, bettering the TAR safety performance of previous years.

#### *Technology Supports Safety Leadership and Knowledge Management*

Management walkdowns are an essential component of Atlantic's HSSE strategy. In these regular on-site tours of work in progress, the company's leaders are on-

hand to make any necessary interventions that enhance safety across the facility. Walkdowns also help managers demonstrate credible HSSE leadership.

While pandemic restrictions initially halted this activity, cross-functional collaboration identified and deployed technology solutions. With these technologies, virtual management walkdowns were facilitated throughout 2021.







Technology also helped to enhance HSSE knowledge management. Work progressed on strengthening the Lessons Learnt Database, an online central repository of findings and recommendations from both internal and external incidents. With the upgraded Database, HSSE learnings are more easily accessible, positioning us to achieve our target of zero repeat incidents.

*Renewed Focus on Human Factors*

Human Factor issues such as mistakes, at-risk behaviours and violations have been globally cited as a key contributor to incidents and accidents. In 2021, Atlantic implemented a Human Factor analysis tool. Incident investigation teams will now use this tool to identify the human factors underlying HSSE incidents. Employees also attended special awareness sessions, building greater understanding of this risk. Human factors training and related mitigation initiatives will continue in 2022 and beyond.



**HSSE Performance**

Focus Area	Leading Indicators	UOM	2021	2020	2019
HSSE Leadership	Man-Hours	Hours	3,625,618	2,309,752	3,810,823
	Participation in leadership/management walkdowns	Num	665	365	716
	Leadership Structured Field Assessments	Num	10	9	10
Control of Work	Permit Package Deviation	%	N/A	N/A	N/A
	Control of Work Assessments (2017-18)/Self-verifications (2019)	Num	N/A	N/A	N/A
	Self-verifications	Num	5,580	4,070	4,111
Contractor Management	Contractor Management/Supervision Walkdowns	Num	53	6	74
	Contractor Safety Meetings	Num	123	35	89
Employee involvement/participation	Employee interventions (STOPs, permit audits, hazard reports etc.)	Num	5281	5,740	13,802
	Near Misses	Num	263	230	194
HSSE Training	HSSE Training	Man-days	1205	664	992
Emergency Response	Completion of planned Emergency Response Drills	Num	113	51	79
Corrective Actions/Lessons Learnt (LL)	On-time closure of actions from incident investigation and LL by month	%	71	84	78
	HSSE actions closed on time	%	72	61	77





HSSE Performance (continued)

Focus Area	Leading Indicators	UOM	2021	2020	2019
Health and Safety	OSHA Recordable Frequency per 200,000 hours	Frequency	0.110	0.26	0.315
	OSHA Recordables – Restricted Work Case/ Medical Treatment Case	Num	2	2	1
	OSHA Recordables – Lost Time Injuries (LTI)	Num	0	1	5
	OSHA Recordables – Fatalities	Num	0	0	0
	High Potential Incidents (HiPO)	Num	5	2	4
	First aid cases (work related)	Num	26	24	50
	Vehicular Accidents	Num	11	4	12
Security	Dropped Objects	Num	5	5	13
	Security Incidents resulting in loss>US\$10,000	Num	1	0	0
Environment	Total number spills outside secondary containment ≥ 10L	Num	8	1	3

Process Safety

In 2021, Atlantic heightened our focus on management of operational risk to secure our facility’s overall integrity and safe operation. In 2021, we experienced no significant process safety events and completed the year with a KPI count of zero impaired safety critical barriers at the facility.

Enhancing our Risk Management Systems

The state-of-the-art Live Barrier Model (LBM) that was implemented in 2020 was instrumental to achieving our target of zero. The LBM software portal provides real-time visualization of the performance of process safety barriers. Throughout the year, there was a sustained initiative to improve

the accuracy of data on Safety Critical Equipment that is captured in the LBM.

This enhanced the platform’s reporting capability and enabled teams to develop remedial action plans more proactively and to strategically prioritize work to address barrier deficiencies.

Process Safety Week

After its cancellation in 2020 due to local pandemic restrictions, Atlantic’s flagship Process Safety Week event returned in 2021 in its first ever online format. The 9th Annual Process Safety Week engaged the wider organisation and contractor workforce to increase awareness of process safety elements and barrier assurance. Virtual lecture sessions shared best practices, lessons learnt, and emerging trends in the fields of Process Safety and Risk Management.



Safety and Operational Integrity (S&OI) Audit

A joint Shareholder Safety and Operational Integrity (S&OI) Audit was conducted on Atlantic’s operations from August 3-20, 2021. The audit’s primary objectives were to provide reasonable independent assurance to the shareholders on the effectiveness of Atlantic’s S&OI management systems and controls which identify and manage key S&OI risks.

While there were some high priority findings logged in the audit, some of these were already part of Atlantic’s current initiatives to reduce risk exposures and enhance operational excellence. The audit also noted the company’s strong process safety culture with visibility of barrier health and process performance.





Health

Atlantic’s COVID-19 response continued to dominate our Health and Wellness activities in 2021. Emerging variants of the coronavirus required risk management that was both proactive and highly responsive. Atlantic’s COVID-19 Task Force was ably supported in this by our Occupational Health Team and its cadre of dedicated health professionals, supervising the implementation of several measures that enhanced onsite protection for site-essential employees and contractors. The team’s tireless service has been a backbone to Atlantic’s business continuity throughout this period. Atlantic has sustained safe operations through active management and mitigation of contagion risk.

Strengthening Onsite Protocols

As the pandemic evolved through the year, Atlantic’s COVID-19 response plan was updated to match the trends and spread patterns of the virus. Our risk-based approach called for new onsite access

restrictions, which were further supported by our rigorous case management and meticulous contact tracing, aligned to Pan American Health Organisation (PAHO) and Ministry of Health guidelines.

Vaccination Drive

When COVID-19 vaccines became available in Trinidad and Tobago, strengthening the protection of our employees and contractors gained

new focus. Atlantic embarked on a robust vaccination process in May. Over 1500 employees, contractors and family members were vaccinated. In association with the Southwest Regional Health Authority (SWRHA), Atlantic also supported a special community drive in Point Fortin. The initiative helped inoculate some 1000 residents, boosting the community’s defences against the virus.



Virtual Wellness

Technology continued to enable our employee-focused Wellness initiatives, with such activities as the Virtual Gym, Virtual Health Walks and fitness challenges. Employees working remotely were able to access virtual ergonomic assessments and consultations to continue ensuring that their workstations at home were compliant. Special online lectures targeting psychological wellbeing and overall morale were also held throughout the year.

Environment

With the Global Energy Transition now in progress, Atlantic’s focus on improving our energy efficiency and environmental performance is essential to build our future competitiveness and relevance. Initiatives implemented since 2019 under our Greenhouse Gas (GHG) Emissions and Energy Management Plan continue to exceed annual targets, and some of our previously identified innovations in process and

technology have become standard operating procedure.

In 2021, Atlantic achieved GHG emissions savings of 32,503 tCO<sub>2</sub>e, some 120% above our target of 27,141 tCO<sub>2</sub>e. Inlet Guide Vane (IGV) modulation implemented on Train 4 in 2020 was logged as a key contributor, adding to the now recurrent positive impact of several projects including the Power Gas Turbine Generators Spinning Reserve. Atlantic remains committed to expanding these initiatives’ contribution to our overall emissions footprint.

Our Environmental Management System (EMS) was recertified to the ISO 14001:2015 standard, with the commendable accomplishment of zero weaknesses identified by the independent auditors. The audit highlighted employees’ and contractors’ strong familiarity and engagement with the EMS principles now embedded in our operations. This is testimony to

Atlantic’s successful strategy over the years to raise environmental awareness throughout the company, entrenching environmental best practices and ways of thinking into the Atlantic Way.

Other initiatives in the year enhanced the systems around maintenance of our Environmental Critical Equipment (ECE). This will strengthen our ability to mitigate facility risks related to potential environmental events. To deepen this ability, we will continue to develop our on-site environmental monitoring capabilities in 2022. On-site environmental monitoring will supplement the already robust testing programme that is mandated by our plant’s permitting requirements and conducted by an independent laboratory. The additional layers of monitoring and mitigation will propel Atlantic further into sustained environmental excellence.





Environmental Performance

Indicators	Unit of Measure	2021	2020	2019
Energy				
Energy Use – Fuel	Terajoules	58,506	86,528	95,760
Energy Use – electricity	Gigajoules	10,999	12,982	14,897
Energy intensity ratio	Megajoules/MMBtu	167	158	144
Flaring				
Total Natural Gas flared	tCO2e	170,119	188,378	316,004
Total Flaring	tCO2e	239,809	280,785	422,775
GHG Emissions (Scope 1)				
Carbon Dioxide	tCO2e	3,085,524	4,532,346	5,115,857
Methane	tCO2e	37,806	47,997	70,007
Nitrous Oxide	tCO2e	4,831	5,979	4,932
HFCs	tCO2e	883	1,392	84
Total Scope 1	tCO2e	3,129,044	4,587,714	5,190,880
GHG Intensity Ratio	tCO2e/TBtu	8,919	8,373	7,792
GHG Emissions (Scope 2)				
Carbon Dioxide	tCO2e	1,636	1,931	2,417
Methane	tCO2e	2	3	3
Nitrous Oxide	tCO2e	4	5	9
Total Scope 2	tCO2e	1,643	1,939	2,428

Environmental Performance (continued)

Indicators	Unit of Measure	2021	2020	2019
GHG Emissions (Scope 1 & 2)				
Total GHG	tCO2e	3,130,686	4,589,653	5,193,308
Waste				
Hazardous Waste generated	Tonnes	14,655	21,093	32,154
Non-hazardous Waste generated	Tonnes	867	1,020	1,054
Total Waste	Tonnes	15,522	22,113	33,208
Spills				
Hydrocarbon spills	Barrels	4	2	1
Other spills	Barrels	1	1	49
Total number spills outside secondary containment ≥ 10L	Num	8	6	3

People

Atlantic’s deep commitment to our people – our primary resource – underpins our strategic aim to maximize the potential of our employees’ skills and talents and their desire to contribute as a Force for Good for Trinidad and Tobago. In 2021, while we continued to provide extensive support to our people as part of our pandemic response, there was much progress in our implementation of future-looking

initiatives focused on Capability, Culture and Calibration.

Pandemic Support to our People

A key highlight of 2021’s pandemic support to employees was the COVID-19 Call Centre. This Centre became an important first line of defence in the battle against the coronavirus. Over 2000 phone calls to employees considered essential to site operations helped ready personnel

to progress through the various pandemic protocols prior to starting shift activity.

Building Bench Strength through Capability

Three programmes were at the vanguard of our focus on deepening capability throughout the organization.

(i) Performance Excellence

The first programme entailed special bespoke middle-management workshops





geared towards supporting performance excellence, a core component of our corporate culture. For 2021, topics included Courageous Conversations and Consequence Management, as well as a special guidance framework for engendering performance improvement.

#### *(ii) Leadership Development*

The second initiative was our Spirit of Leadership development programme, targeting our company's leaders and middle-management. This 12-month programme aims to help deepen our leaders' capacity to lead and inspire the agile and innovative workforce so crucial to success in the competitive, swiftly evolving global business environment.

The company's Leadership Charter and the wider Leadership Development Framework were also further refined last year and will be fully activated in 2022.

#### *(iii) Succession Planning*

Heavy focus on Atlantic's leadership

succession pipelines was the third capability initiative for 2021. Specific personnel and development opportunities were identified for three of the more challenged talent pipelines, helping to secure Atlantic's future performance in these functional areas.

#### *Accelerating Cultural Transformation*

In 2021, Atlantic continued our strides in defining and implementing the Atlantic Way: the corporate culture required to drive and sustain world-class LNG operations.

After the internal recruitment of the Atlantic Innovators – a special cadre of employees acting as ambassadors of the new culture – work began in earnest to craft the strategic roadmap for the new company ethos. The Innovators led special one-on-one interviews with the company's leaders, gathering important data for the Leadership Expectation Framework that will partly guide development of the new culture. This was followed by the first-ever Culture Survey,

polling employees for their own vision of the critical imperatives for the next phase of Atlantic's journey.

Later in the year, Culture Workshops explored the survey results in small focus group sessions. 110 employees

participated in these Workshops and the data gathered has helped inform the first high-level framework for the Atlantic Way. The various implementation phases for the new corporate culture are targeted to be scheduled over 2022-3.

#### *Organizational Calibration*

In 2021, Atlantic progressed work on an organizational redesign harmonized with the company's new commercial and operational structure and the emerging new corporate strategy. Work on this will continue throughout 2022, helping Atlantic align to the requirements of successful performance in the future business landscape.

#### *Supply Chain*

In 2021, the pandemic's disruption to global supply logistics and the resultant resource shortages faced by several industries emphasized the crucial role that procurement and supply chain management (PSCM) plays during times of crisis. By leveraging supplier

relationships and networks built on trust and transparency, the PSCM function helps to secure value for organizations across their entire supply chain, becoming important anchors to business continuity and safe, reliable operations.

#### *Supporting Health and Safety*

In this regard, Atlantic continued to support the health and safety of our service providers, building buy-in to all initiatives aimed at mitigating contagion risks at the facility. Close collaboration with our suppliers has helped Atlantic successfully navigate periods of high transmissibility of the coronavirus in the wider country.

#### *Digital Technology supports Supply Chain Management*

At Atlantic, the challenges in the global business environment required several activities that aimed to bolster our competitive advantage. A key activity in 2021 was the considerable work in more deeply embedding the digital Supply

Chain System that was implemented in 2020.

Special engagement sessions with employees and service providers throughout the year helped to streamline the user experience and identify further opportunities to improve processes and build compliance. Additional system efficiency improvements will be implemented in 2022, resulting in even more efficient end-to-end cycles with the Procure-to-Pay (P2P) process.

#### *Enhancing Contract Value*

As part of our strategic focus on reducing contract leakage and strengthening supplier performance management, we upgraded several processes related to contract administration. Employees responsible for managing contracts were equipped with new business-intelligence dashboards to enhance their oversight of service provider productivity and third-party spend. In 2022, we will continue to leverage Continuous Improvement (CI)





and Digitalisation initiatives to derive even more value from our contracts and other PSCM-related areas of the business, as we advance into this next phase of our sustained journey to world-class operations.

Community Development

In 2006, Atlantic adopted the tenets of Sustainability. This helped us pursue even more deeply a commitment we have held since the establishment of our company: to assist where feasible with the socio-economic development of our home community Point Fortin and to help create opportunities for future generations of Trinidad and Tobago. This drive continues to be expressed through the initiatives and NGO partnerships that are core elements of our corporate social responsibility. The challenges of the pandemic have not diminished this. Our Donations and Sponsorship Committees have continued to support ad-hoc requests for assistance from NGOs and initiatives across the country.

In 2021 we progressed work on refocusing our Sustainability strategy, aiming to migrate some of our youth-based programmes to virtual platforms. This technological approach will help relevant NGO partners pursue their youth-development objectives in anticipation of the lifting of social distancing and other restrictions. A special virtual platform built for these programmes will become fully operational in 2022.

Our refocused Sustainability strategy has further calibrated our objectives, zeroing in on some of the critical national needs potentially exacerbated by the pandemic. Throughout 2022 we will therefore more fully identify and implement programmes in two new areas: Science, Technology, Engineering and Math (STEM) education for young people; and sustainable community-based initiatives focused on renewable energy.

Our new efforts in renewable energy will complement our existing programmes

focused on environmental conservation. In 2021, the Atlantic Environment Education Series transitioned its annual field trip into a new virtual interactive experience that engaged over 400 students around Port of Spain. We also facilitated a new community environment programme in Point Fortin that involved 68 secondary school students in online learning sessions in sustainable agricultural practices.

Virtual Activities for the Point Fortin's Finest

The Point Fortin's Finest Leadership Development Programme is Atlantic's longest running Sustainability initiative. Established in 2000, the initiative rewards students of Point Fortin and environs for outstanding performance in the Secondary Entrance Assessment (SEA) Examinations through financial support for seven years of secondary school and through university grants for three years of tertiary level education. The programme also imparts life skills to the students through special vacation camps focused on leadership training.

Other career-focused development is offered via internship opportunities at Atlantic.

Since its inception, the Programme has inducted some 209 students. While the pandemic's onset prevented some of the programme's usual in-person activities, in 2021, Atlantic held our first-ever virtual induction ceremony for the incoming cohort. The Vacation Camp component also migrated to a new online format, allowing some of the students to engage in a virtual exchange programme with

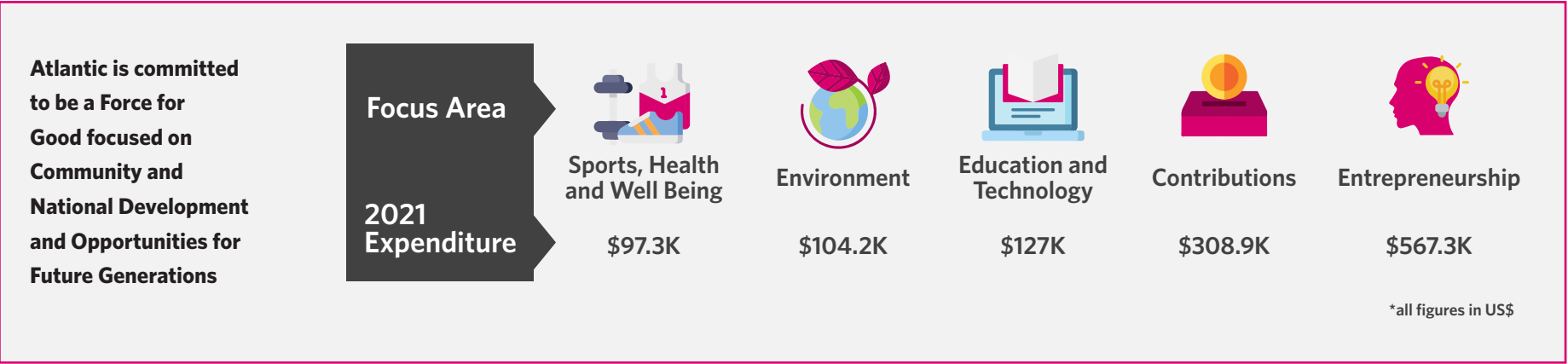
leadership developments camps for youth clubs based in Guyana and Scotland.

Sustaining Local Entrepreneurship

The LEND Agency (Loan for Enterprise and Network Development) was established in 2014 to help diversify economic activity in Trinidad's Southwest Peninsula outside of the traditional oil and gas sector. LEND provides micro-financing to entrepreneurs and eligible and potential small and medium business owners based in Buenos Ayres, Cedros, Chatham, Granville, Icacos, La Brea and Point Fortin. The agency

targets micro-enterprises engaged in retail, manufacturing, fishing, agriculture and service. In 2022, financing will also be made available to eligible community-based renewable energy projects.

In 2021, due to the pandemic's dampening effect on wider national economic activity, LEND extended 62 new loans valuing TT\$3 million. LEND will continue to work alongside its customers to help them fulfill their obligations and the broader strategic aim to assist economic diversification.







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**EXCEL**  
**WE CONGRATULATE  
THE TOP 10 SEA STUDENTS**  
FROM POINT FORTIN'S PRIMARY SCHOOLS.



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POINT FORTIN ROMAN CATHOLIC SCHOOL  
INDEPENDENT  
ST. JOSEPH'S CONVENT, SAN FERNANDO



**VANDANA BABALL**  
POINT FORTIN ASJA PRIMARY SCHOOL  
INDEPENDENT  
NAPARIMA GIRLS HIGH SCHOOL



**JAEL NICHOLAS**  
POINT FORTIN ASJA PRIMARY SCHOOL  
INDEPENDENT  
IERE HIGH SCHOOL



**CYRUS TIMLA**  
POINT FORTIN ASJA PRIMARY SCHOOL  
INDEPENDENT  
PRESENTATION COLLEGE, SAN FERNANDO



**JOSIAH GENTOO**  
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**SACHE HOSEIN**  
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INDEPENDENT  
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**KADIRAH MOHAMMED**  
POINT FORTIN ROMAN CATHOLIC SCHOOL  
INDEPENDENT  
ST. JOSEPH'S CONVENT, SAN FERNANDO



**LEIA BALCHAN**  
POINT FORTIN ROMAN CATHOLIC SCHOOL  
INDEPENDENT  
NAPARIMA GIRLS HIGH SCHOOL

Atlantic Sustainability Programmes

Programme Name	Values in US\$		
	2021	2020	2019
<b>Well-Being</b>			
Atlantic PF Community Based Sporting Programmes	49,046	-	-
Atlantic POS Community Based Sporting Programmes	34,532	-	-
Atlantic Virtual Sport and Field Trip Programme	10,664	-	-
Atlantic Primary Schools Learn to Swim Programme*+	NA	5,126	41,261
Atlantic National Primary Schools Swim Meet*+	NA	-	8,533
Atlantic Primary Schools Tennis Programme*+	NA	15,485	36,571
WIPA in the Community* (now incorporated into new Atlantic Community-Based Sporting Programme)	NA	47,225	219,753
Atlantic / Real Madrid Social Sport Programme*+	NA	49,867	170,198
Atlantic National Primary Schools Cricket League* (now incorporated into new Atlantic Community-Based Sporting Programme)	NA	-	63,908
Atlantic National Primary Schools Football League* (now incorporated into new Atlantic Community-Based Sporting Programme)	NA	-	37,254
Atlantic National Primary Schools Track and Field Championships* (now incorporated into new National Primary School Sports - Track & Field)	NA	-	36,961
Atlantic MultiSport Series*+	NA	-	11,766
Sub total	94,242	117,703	626,205
<b>Environment</b>			
Atlantic Community Environment Programme	35,971	-	-
Turtle Village Trust	50,360	117,647	78,112
Atlantic Environment Education Series*	17,879	15,441	33,873
Sub total	104,210	133,088	111,985





## Atlantic Sustainability Programmes (continued)

Programme Name	Values in US\$		
	2021	2020	2019
<b>Education and Technology</b>			
PF Finest Leadership Development Programme*	76,314	31,706	120,765
Atlantic STEM Initiative	50,698	-	-
Atlantic / NESC Skills Training Programme*	NA	8,941	26,151
IMAX - Ultimate Educational Field Trip*+	NA	13,893	58,887
Atlantic Primary Schools Literacy and Numeracy Programme+	NA	8,368	8,367
<i>Sub total</i>	<i>127,012</i>	<i>62,908</i>	<i>214,170</i>
<b>Entrepreneurship</b>			
Atlantic Youth Business Initiative	17,734	-	-
Loan for Enterprise and Network Development Agency (LEND)**	549,640	352,941	205,882
Atlantic / UTT Agricultural Enterprise Training*+	NA	19,662	39,507
<i>Subtotal</i>	<i>567,374</i>	<i>372,603</i>	<i>245,389</i>
<b>Other</b>			
Habitat for Humanity - Home Covenant Programme+	NA	-	24,691
<b>Contributions</b>			
United Way Contributions	69,043	73,513	77,293
Donations	198,220	391,919	406,697
Special COVID-19 Support	32,465	955,316	-
<i>Sub total</i>	<i>299,728</i>	<i>1,420,748</i>	<i>483,990</i>
<b>Sponsorships</b>			
<i>Sponsorships - Other*</i>	<i>9,151</i>	<i>199,220</i>	<i>558,917</i>
<i>Sub total</i>	<i>9,151</i>	<i>199,220</i>	<i>558,917</i>
<b>TOTAL</b>	<b>1,201,717</b>	<b>2,306,269</b>	<b>2,265,347</b>

\*Reduced spend in 2020 due to some initiatives/components being temporarily suspended because of anti-pandemic restrictions

+ No spend in 2021 due to some initiatives/components being suspended due to anti-pandemic restrictions and/or Atlantic's new 2021 sustainability focus

NA - Not Applicable in-year

\*\* Atlantic's annual expenditure on the LEND programme is not the same as the total value of loans issued. In 2021, the LEND agency issued 63 loans worth US\$431,655





